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RELATION OF WORKPLACE WELL-BEING AND THE ENGAGEMENT OF  
THE WORKERS IN THE METAL TRADE COMPANY,

EKATERINBURG, RUSSIAN FEDERATION

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## **ABSTRACT**

For final qualifying work: "Relation of workplace well-being and the engagement of the workers of the company Energostal".

Master thesis is performed on 92 sheets (A4 format, font Times New Roman, font size 14, 1.5 line spacing), excluding attachments.

Number of tables – 14 (excluding attachments).

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Key terms: Workplace well-being, engagement, human resources, ural region, hedonic well-being, eudaimonic well-being.

Final qualifying work consists in Abstract, Introduction, 3 chapters, proposal recommendations, conclusion, bibliography and appendix.

In the theoretical part it presents the definition of workplace well-being, Engagement and the importance of them.

The practical part describes the general characteristics of the investigated company, the analysis of employees by its results.

Based on these results, there was developed a proposal of promote the well-being of every worker and arise their engagement with the company Energostal.

In conclusion there are explained findings and how the objective was achieved.

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## **Introduction**

Globalization implies a scenario in which competitiveness is not only important, but has become an immediate necessity (Oyola, & Padilla 2012). One of the main strategic approaches to compete in this globalized environment, is to firmly believe that people are one of the most important and fundamental resources to achieve a competitive advantage in the market (Ongel 2014).

Globalization generates pressure in organizations, which is transferred to workers, fostering work stress, which impacts on their psychological well-being and quality of life. Since the competitiveness, working conditions and environment and the quality of life of the worker advance at the same time, it is difficult to maintain a company in the market if the work processes deteriorate the health of the workers and generate conflicts (Durán 2010).

Despite the fact that globalization is increasingly demanding of people, companies and nations, it should not be forbidden that workers are the most important element for every organization since they ensure the well-being and happiness of the workplace (Palmer, 2014).

Different organizations, investors and academics are paying more attention to the impact that well-being can have on people, companies, the economy and society; with the passage of time it has been shown, with different researches, that organizations with effective well-being programs outperform the market. Is necessary to mention that companies where the organizational culture is deficient or conflictive are more likely to present low levels of well-being, thus in order to obtain the best performance from well-being programs, a strong organizational culture needs to be promoted (Great Place to Work UK, 2016).

The workplace is a context that is constantly changing and at the same time it is a place to which people must adapt as soon as possible. On the other

hand, it is very common to hear the word stress when the demands of this environment surpass the capacity that people must face them. For this reason, employers must implement preventive activities to optimize the interaction between employees and their psychosocial, organizational and physical environment, to minimize adverse effects (Baumann, Muijen, & Gaebel 2010).

Engagement should be understood as the result of a healthy organizational culture, and at the same time it can be deduced that organizations with strong cultures have highly engaged staff (Denison 2010). If the organizational culture promotes motivating resources, such as the opportunity to be autonomous or to be innovative and if it also promotes an environment of work well-being, appreciation and innovation, the organization helps to generate employee engagement (Suharti & Suliyanto 2012).

Organizations often strive to maintain a productive and efficient workforce, but sometimes forget that their employees have their own problems both on and off work and that can affect their performance and attitude in the company (Dueñas, 2015).

Because it is a growing need for companies to pay attention to the workplace well-being they offer to their workers, this research exposes the relationship and influence of the well-being of the Energostal company workers in the level of engagement that each of them has.

This research investigated the relationship between work well-being and work engagement in the Energostal company. The participants (N = 13, Managers = 3, Employees = 10) were chosen according to the decision made conjointly by the managers of the organization.

The participants answered three different surveys: The Pemberton Happiness Index, Utrecht Work Engagement Escalade and a knowledge

questionnaire on work well-being, as well as participating in an interactive business game.

The relationship found is very weak. Which means that the variables are not dependent in the case of Energostal workers. In general, the results indicate that if a worker is not committed to the company, its state of mind is not the reason and vice versa.

## **Problem statement**

Companies, in their quest to obtain the best profits, demand a certain level of commitment from their employees. However, before asking for committed employees, it is important to value and maintain the labor welfare within the company.

Nowadays, there are a large number of companies that generate strategies to achieve labor welfare and thus promote employees' commitment to the company and its activities.

These companies are not just being generous. Over the years researches and consulting firms like Great Place to Work, and many other scholars have consistently found that the workplaces that score high on metrics of trustworthiness also finish first in profitability, revenue growth, stock performance, and other key business measures (Bush, et al., 2017).

An example is the Google company in the United States, which has obtained first place in lists of the best companies to work for in that country. This company is valued at \$ 75 billion and is famous for luxury benefits such as free gourmet food and laundry services offered to its workers. He has also ventured into implementing inclusion strategies such as black Googlers, support for transgender workers and unconscious bias workshops (already attended by 80% of the staff) that help promote what employees say is a place of "safe and inclusive" work (Bush, et al., 2017).

In all around the world we can find some companies that are implementing strategies like Google. Just like an example, there is the case of PEMEX, the most important oil company from Mexico. In this enterprise they made an inclusion department for women, disable people and LGBT community (Aguilera, Vargas & Alvarado, 2017).

Energostal has a perfect level of presenteeism, however this does not mean that it has a good level of work well-being or engagement.

That is why the importance of measure the level of well-being and engagement, because it can be a time bomb for a company that just started some years ago.

## **Objectives**

To make research consistent throughout development, it is important to set objectives that guide each stage of this project. The objectives that establish the way of this investigation are the following:

### **General Objective**

To demonstrate that well-being is an element that every company and manager must to care to have a high engagement level.

### **Specific objectives**

- To measure the level of well-being of the workers into the company Energostal.
- To measure the level of engagement of the workers into the company Energostal.



- To identify the influence that well-being has over the engagement of every worker into the company Energostal.

## **Hypothesis**

The more the people are engaged the less they are happy at their workplace. Engagement can be a stressful element to companies that aim to achieve it.

## **Scopes**

- To demonstrate that workers develop stress because of their commitment at work.
- To propose different strategies to make a worker engaged with work maintaining its well-being in high level.
- To reach the consciousness to reach employees happiness.

## **Limitations**

- The resistance of the workers to tell the truth in the surveys.
- That the number of employees does not show a clear relationship between the variables.
- The lack of knowledge about workplace well-being from the members of the company.
- The project will only be a proposal and its implementation is up to the company.

## **1. Theoretical statements to understand well-being and engagement in the workplace**

### **1.1. Workplace well-being background**

The Latin phrase “cura per-sonalis,”, that means “care of the entire person,” covers the need to attend to one’s mind, body, spirit and emotions. That’s why leaders are currently trying to help workers improve their overall quality of life. But the relationship between organizations and their workers may be shifting, as leaders become aware that their workers need time to unplug to be effective (Waters, 2017).

To speak of well-being, we must return to the classic origin of happiness, which is related to the idea of hedonism. The hedonism in ancient times was divided into physical and spiritual pleasure, and happiness was related mainly to the maximization of pleasure from an individual point of view. The theme of happiness has been of interest for many centuries, it can be said that from the period of ancient Greek philosophy, to Western European moral philosophy and later through the Enlightenment, to our present. It cannot be ignored that welfare research has also been carried out from the social, political and economic sciences. Nowadays, happiness as a concept seems to be easily accepted by the majority beyond the pursuit of money, moral goodness or the idea of going to heaven (Barendregt, et al. 2016; Currie, 2015).

However, the term "wellbeing" is not a historical concept, it is understood as a social ideology that has recently appeared and that emphasizes the health of people. This last element is key to well-being (Jones, 1994).

## **1.2. Workplace well-being definitions**

Workplace well-being has captured the interest of the scientific and professional community due to the costs associated with its deterioration or lack. According to studies carried out 31% of workers state that their health is worsening as a result of their occupation (Infocop, 2009). Thus, workplace well-being can be considered when a worker is satisfied with his work and for this reason he frequently experiences positive emotions such as joy and happiness (Bakker & Oerlemans, 2011).

It must be considered that everyone is affected in a different way, since there are certain personal characteristics that make workers more sensitive to stress at work or in daily life. In addition to that the workplace well-being is affected by the demands of the work that are perceived as high in comparison with the own resources of the worker (Vega, 2017).

Well-being requires harmony between mind and body, and when it is achieved, we have the feeling that we control our work and even our destiny in life (Holmes, 2014). When psychosocial well-being is altered, it can cause psychological illnesses, which significantly affect productivity. Therefore, the exercise, sports and relaxation programs should be procured, aiming to reinforce the motor skills and the regeneration capacity (Carazo, 2017).

The study of well-being arises from the need to explore the way to potentiate the qualities and virtues that can have a positive impact on the quality of life of people (Deaton & Stone, 2015) and incorporate these potentialities towards joint development as States and nations beyond economic indices (Chacón, 2015).

### 1.3. Well-being dimensions

The well-being perceived as happiness is very important for people. Because of this, well-being in people's lives should measure human feelings, psychological capacities, and integral models of psychological health. For this reason, it is needed valid welfare measures that evaluate general, hedonic, eudaimonic and social well-being (Hervás & Vázquez, 2013).

Table 1

Well-being dimensions (source: Hervás & Vázquez, 2013)

Well-being Dimensions	
<b>General</b>	General experiences on the mood and esteem of people.
<b>Hedonic</b>	It refers to the life satisfaction and the affective components of the people.
<b>Eudaimonic</b>	It is the optimal psychological functioning, which depends on personal fulfillment and includes the concepts of personal growth, purpose in life and sense of autonomy among others.
<b>Social</b>	Goes beyond interpersonal relationships.

The term “well-being” is used for both the condition of an individual and a group. When welfare is presented at a high level, it means that the condition of the individual or group is positive. Its importance lies first, in that well-being covers material and psychological aspects; secondly, it is more closely related to the positive and balanced living conditions of individuals and groups. In addition, it emphasizes the balanced and objective aspects of life. Finally, it also refers to the levels of life of people in terms of subjective and objective aspects and also with physical and psychological aspects (Young, et al. 2017).

#### **1.4. Engagement definition**

Work commitment is an emerging concept of positive organizational psychology. In recent years he has received important attention in the field of research in human service, without exception of professions (Moreno-Jiménez, et al., 2010). Also, represents at work, a potential factor of performance, but is little known in developing countries (Glélé, 2014).

Positive psychology presents work engagement as a motivational construct that relates to work in a positive way; where the individual experiences high levels of energy and mental endurance (Lorente & Vera, 2010; Seligman & Csikszentmihalyi, 2000).

The engagement is a positive, satisfactory and work-related mental state, characterized by vigor, dedication and absorption. More than a specific and momentary state, engagement refers to an affective-cognitive state that is more persistent and influential, that is not focused on an object, event, individual or behavior in particular (Wilmar & Bakker, 2003).

The rules of engagement for the new generations are very changeable and they detect critical signs of disengagement and discrepancy in the expectation generated between the employer and the employee, as well as the need to generate innovative ways to improve commitment along with the need to best industrial practices and contemporary ways of measuring employee engagement (Chada & Kumar, 2018).

However, no studies have systematically analyzed the influence of background variables on work engagement and, specifically, it is unclear how particular primary variables such as sex and the level of teaching might be related to engagement in teachers (Rey, Extremera & Pena, 2012).

## **1.5. Engagement dimensions**

The vigor is characterized by a great will to dedicate the effort to work and persistence in the face of difficulties. Dedication refers to being strongly involved in the work and experience a sense of enthusiasm, inspiration, pride, challenge and meaning. The absorption is characterized by being totally concentrated and happily immersed in the work, in this way the time passes quickly, and you experience distaste for having to leave the job (Wilmar & Bakker, 2003).

## **2. Analyses of well-being and engagement in the company**

### **2.1. Characteristics of the company**

Energostal LLC is a dynamically developing company since 2010 in the market of rolled metal products, metalworking and engineering.

Initially, the company specialized in sales of black and stainless rolled metal products, as well as providing cutting and delivery services. The turnover of the company was about 100,000,000 rubles a year. By early 2014, the company's staff doubled, turnover increased to 200,000,000 rubles a year. The range of the rolled metal products has also expanded: in addition to black and stainless metal, the company has been involved in the supply of non-ferrous metal, special steels and alloys, Swedish steel Hardox, and has also provided a wide range of metalworking services: cutting, welding, bending, heat treatment, etc.

Since January 2015, the legal name has been changed from LLC Energostal Companies Group to EnergoStal LLC, within the framework of which the company operates to the present day.

In 2016, the company acquired its own office space of 207 sq.m., placed on Perekhodniy lane, 9, cargo transport (6-meter «Gazelle») and a machine tool park for metalworking, and also rented a storage room with a total area of 400 sq.m. at the address: Ekaterinburg, Kosmonavtov Avenue, 11B for storage of rolled metal, metalworking equipment and for fulfilling orders for machining.

Since 2016, the company has increased its authorized capital to 477,000 rubles. In 2017 the company has launched a new direction: engineering. A team of world-class specialists in the field of energy came to the company's staff.

Since 2017, the company has been authorized by SRO for the design, installation and commissioning of electrical equipment, and applies the quality management system ISO 9001: 2015.

### **2.1.1. Main activities**

In the beginning of "Energostal" LLC, the company specialized in two main directions:

- *Main activity:* Shipping black, stainless steel and non-ferrous metal, a variety of special steels and alloys of presence from a warehouse in Yekaterinburg, as well as to order from manufacturers.
- *In stock they have always supported a wide range of metal products:* Metals and metal (armature, circle, square, angles, channels, beams, hexagon, wire rod, wire, strip, channel bent), plates (hot rolled, cold rolled, low-alloyed, expanded metal, corrugated, steel sheet, galvanized, stainless steel), pipe (profile, electric welding, hot-rolled, cold-rolled) and other types of steel.

Here people can also purchase a wide range of steel grades and sizes:

- Common quality carbon;
- Carbon structural quality;
- Alloyed construction;
- Bearing;
- Spring;
- Alloyed tool;
- Heat-resistant;
- Increased strength;
- High-alloy steels, and others.

The second area of activity: metal fabrication, design and manufacture of parts of any complexity on samples and sketches of the customer. For



example, reinforcement cages, bent elements, gears, molds, dies, body parts, parts for imported machinery, and more.

For all the time Rolled metal in Ekaterinburg the company has confirmed the reputation of a reliable supplier of rolled metal products, offering a wide and popular range of metal products. They always adhere to the established delivery times, as well as offer favorable pricing terms to regular customers. In 2015 we are trusted by more than ten thousand customers throughout Russia.

High quality service, reliability, efficiency and individual approach are the main principles of our company, and the main task: the maximum satisfaction of our customers.

Competitive advantages of the company "Energostal" are:

- Successful cooperation with major Russian metallurgical plants;
- A wide range of products;
- Any shipment volume (from kilograms up to the car of the stock and on order);
- Complex delivery (retrofitted products missing in our warehouse);
- Pre-assembly orders in warehouses;
- Modern warehouses with rail access roads;
- Delivery of auto and rail transport (formation of teams of wagons);
- A wide range of services (cutting to size at the modern high-tech equipment, manufacture of metal structures of different complexity and purpose);
- Compliance with the quality of rolled metal guests;
- High-speed service at all stages of the order;
- Highly qualified staff;
- Individual approach to each client;
- Have a system of discounts (depending on volume) and implementation of commercial lending (regular customers).

Since 2017, the company has specialized in 3 main areas of activity: metal rolling, metalworking and engineering.

At the moment, the supply of rolled metal includes the following areas: black, colored and stainless rolled metal, special steels and alloys, rebuilt pipes, Swedish steel Hardox and roof safety elements.

The second line of activity of the company is the provision of a wide range of metal processing services: turning, milling and corrosion protection of metal, chrome-plating, welding, all types of cutting, bending of parts, sheet rolling, stamping, etc. Today, metal working is actively developing direction, for the development of which, EnergoStal LLC has already carried out several profitable projects, including manufacturing products for defense and nuclear industry enterprises.

The third line of activity of the company EnergoStal: engineering on a turnkey basis. Design, construction and installation, as well as commissioning of electrical power equipment (different power stations), including equipment for excitation of generators and protection of automation of power units up to 800 MW and substations up to 500 kV. Specialists of EnergoStal have more than 10 years of experience in the electricity markets of Russia, Kazakhstan, Qatar, Bangladesh, Chile.

The company cooperates only with trusted suppliers and contractors, who are responsible for the quality of the supplied products.

The company operates on the B2B market. The company's clients are small and medium-sized construction, manufacturing organizations, nuclear and military industry enterprises, as well as individuals and trader companies. To date, more than 3,000 companies all over Russia cooperate with EnergoStal.

It is worth noting the qualitative working conditions of EnergoStal with the company's customers, such as:

- Each client is assigned a personal manager who, professionally and in a short time, organizes the whole process of buying and delivering the goods, considering the wishes of the customers.
- Individual working conditions are provided for regular customers (commercial loans).
- Employees of the company professionally advise the client on technical and qualitative characteristics of rolled metal.
- Delivery of rolled metal is carried out in a short time by own or hired motor transport.
- The metal rolling is delivered both from the availability and under the order from the manufacturing plants. That allows us to close the needs of our customers in the rarest steel grades.
- For legal entities it is proposed to conclude an agreement on further complex service of the enterprise.

### **2.1.2. Mission, policy and goal**

The first mission of the organization and the objectives are “To increase profitability, expansion of market position, improve performance, and increase the capacity of the Organization to update products and technologies, the improvement of human resources.” The mission it is still a draft since the organization it is growing and formalization the structure.

The actual mission of EnergoStal is to provide enterprises with high-quality rolled metal products and a high level of services. The company is focused on building long-term and mutually beneficial relations with customers.

The policy of the company "EnergoStal" LLC is based on the constant expansion of the range of products. This allows to identify high-margin groups of products, the promotion and sale of which brings the company

additional profit. Therefore, we can always offer our customers high-quality rolled metal products and a wide range of services at reasonable prices, thus ensuring a comfortable cooperation environment.

The goal of EnergoStal, as of any other commercial enterprise, is the extraction of profits, as well as the expansion of the product matrix and the services provided. To achieve this goal, EnergoStal constantly increases the professional level of its employees, improves the quality of customer service and studies customer demand to meet the needs of our customers.

### **2.1.3. SWOT-analysis of the organization**

#### **Strengths**

- High level of professionalism of the sales managers.
- Efficiency.
- Product knowledge.
- A wide range of products and services.
- The delivery of the products.
- Many years of market experience (over 5 years).
- There are resources to verify counterparty on the "decency" through a security service that gives the possibility of excluding cooperation with dishonest suppliers, which means the client can be confident in us.
- Successful cooperation over the years with the largest suppliers of metal products, and at the expense of this lowest price for us.
- Permanent partners that provide sufficient profits even in the face of the heavy economic situation.
- 100% of presentism.

#### **Weaknesses**

- Weak control over the employees.

- No sufficient financial instruments: revolving funds to provide clients with delay of payment.
- No bank guarantees.
- Few paid-in capitals.
- The absence of any company's balance sheet assets (property, equipment, premises, etc.).
- The absence in the State technic specialist metal.
- The lack of a unified base of suppliers and clients (in progress).
- Not developed effective motivation system for employees.

#### Opportunities

- Not limited by the availability of its warehouse, the possibility of cooperation with all suppliers.
- Lack of Ekaterinburg market reliable metal, a market segment with few competitors.
- The lack of major suppliers on the market with a very wide range of metal products.

#### Threats and Risks

- High competition on the market of rolled metal products.
- No, its warehouse and availability put us in direct dependence on the major supplier of rolled steel with its warehouse.
- The policy of "traders" by some vendors, that it is reflected in the high prices of metal products for us.
- Competitiveness with vendors the ability to make some positions (in price) and on the possibility of a delay of payment.

The development of Energostal it has been gradual in based in number of employees and the market requirements. Thanks to the swot analysis the organization can recognized that even though, they are in a highly competitive area they have strengths based in their employees.

One important point is that they have high level of presentism, but recent researches show that this can affect negatively productivity and worker safety. Because employees go to work sick, so this could mean more costs to employers than if they stay at home. It is estimated that between 18% and 61% of the total health costs of the company are due to presenteeism (Johns, 2010).

The customer service and always providing the material in time by having trustful suppliers win the customers in their region. By recognizing that there are more threats of the environment, they also see that there are markets and segments that can be explored to their benefit.

### 2.2. Analysis of Energostal Staff

As shown in the organigram on the next page (Figure 1), the organization it is confirmed by:

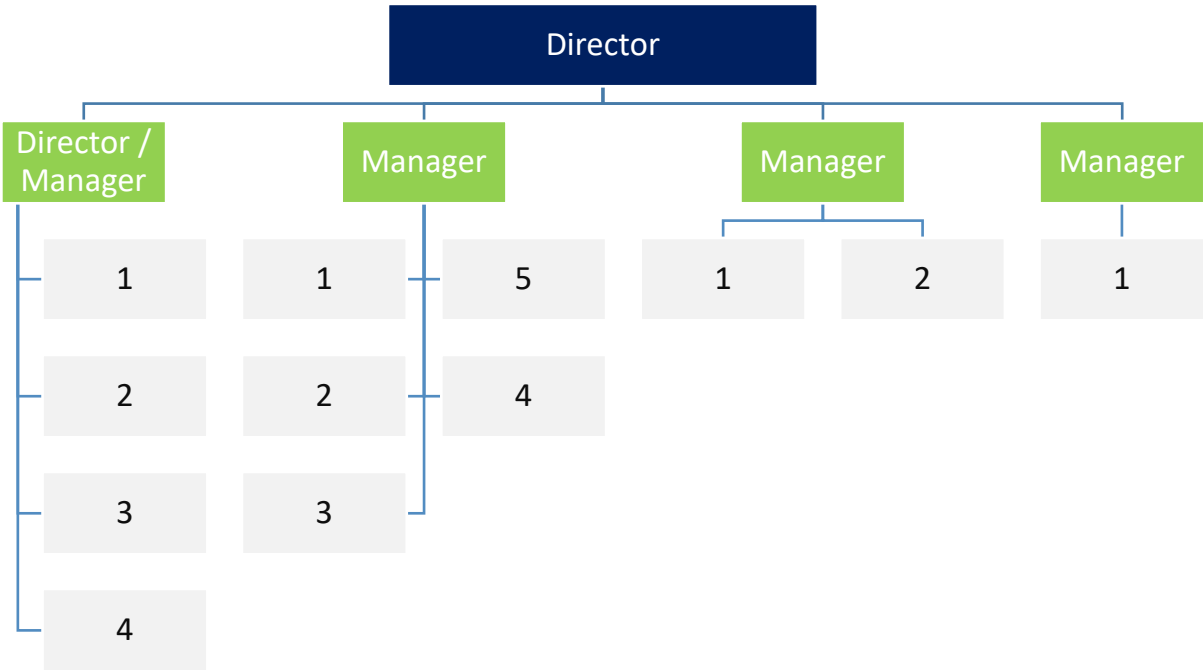


Fig. 1 - Energostal organigram (source: own research, 2018)

- 16 employees in total.
- One director that at the same time it is manager of a sales area.
- 3 managers.
- 12 employees in different levels.

According to the value and the role of the International division of labor they are categorized as a "Small business".

The organization is located in Yekaterinburg, Russia. One Office and a small metalworking shop in Yekaterinburg, in the territory of the TPP, Western industrial zone.

Among other plans for the future they state that until the end of the year 2016-2017 first half: the challenge is for further development: to increase the number of sales & managers up to 20 people. With that they will increase the sales up to 300 million rubles per year. By focusing on the development of the metalworking Division: this Division will increase the number of up to 5 people, including a technologist.

As shown in the organigram, the organization it is divided in 3 areas in which every area has a determine number of employees. These employees are motivated according the levels of their areas. Every area has a manager and they all report to the director.

The organizational management structure of the company is represented in the following figure:

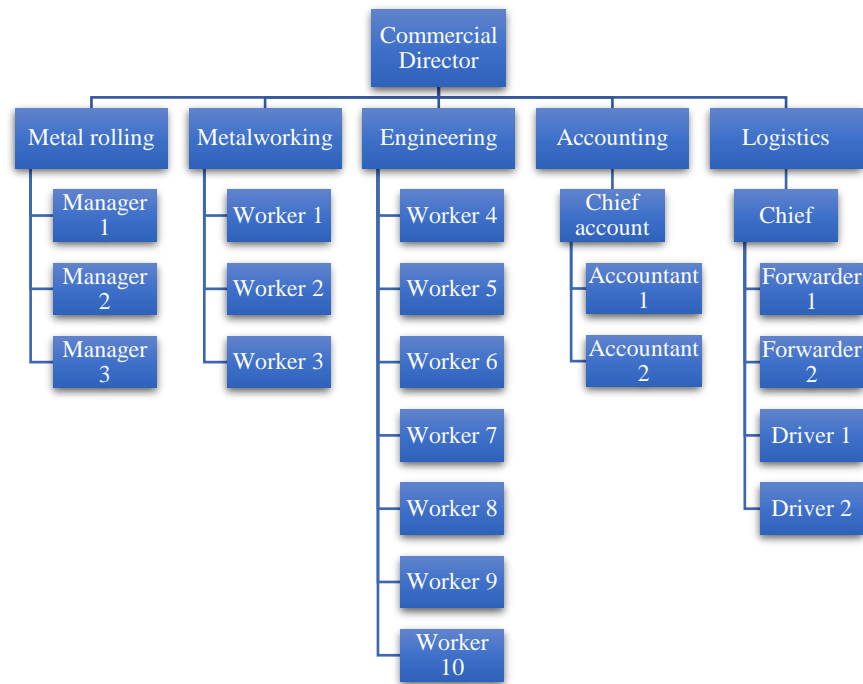


Fig. 2 - Management structure (source: own research, 2018)

### 2.3. Evaluation of well-being and engagement in Energostal

On February of 2018 a meeting was held with the Director and managers of the organization. In this reunion it was shown and described a unique system of motivation that the director implemented. This system was meant to be used in different stages with the employees. These employees according to their aptitudes, skills and characteristics are part of level of department in the structure of the company.

In this meeting the department leaders were presented, and the objectives of the research were presented, as well as the key concepts of the same.

At the same meeting it was agreed to hold an informational session with the workers. The objective of this meeting is that through a group dynamic, workers and managers have clear concepts of work well-being and engagement.



In the same way the points were exposed by which the managers believe that there is a good level of engagement in their workers. According to a study conducted in 2016, it was found that employees have excellent motivation within the work area, another important aspect is that they have 100% attendance.

According to González, 2016 the results in the motivation research are described in the next several points.

- Own motivation in their own department.
- Depending on how much profit will bring their employees, the head receives a premium.
- There is a division into 3 categories for management: A, B and C. Category manager is assigned depending on the size of the profits that it brought in one quarter.
- Results are summed across the company at the end of each quarter.
- As a rule, we show approval and respect in the form of applause and praise the managers of category A, as well as those employees who showed an increase compared with the previous quarter.
- Further, the results are posted for all to see (on the board of honor).
- In each category managers impose certain duties or assigned certain privileges.
- For managers of category A, I use a non-material motivation: The company offers a choice of training in the form of training, seminars, etc., which are paid by the company (in the range of 25 000 rubles).
- Category B Managers receive quarterly bonus (\$ 6 000 rubles).
- Managers of category C remain tangible and intangible benefits. They imposed more and more responsibilities.
- There is also a monthly financial motivation for all the managers of the company: every 3-4 months motivation changes.

- Head also receives an award for his victorious in employee motivation. This motivation has a competitive nature, as the results are recorded daily on a blackboard.
- Moreover, the monthly incentive I consider the fact that managers are in different circumstances, have a different experience.
- So, I have a separate motivation for trainees (managers working in the company for at least 6 months and the "old times" (managers working in the company of more than 6 months).

### **2.3.1. Description of research**

The study that supports this thesis is of a quantitative, explanatory type and focuses on explaining the relationship between work well-being and employee engagement of the Energostal company. The data was collected in three different phases.

### **2.3.2. Procedure**

The first phase consisted of a meeting with the managers and owners of the company, where the exact dates to apply the questionnaires and the means to carry them out were agreed upon. The agreements were to send the surveys to the managers first, who would send them to their employees.

The second phase consisted of sending the surveys to the managers by email. Once they received them, they were sent to the personal emails of each worker, who continued to answer them. In each survey was written the electronic address to which they should send back the surveys answered in full.

The third phase was to prepare and applied a game for all the participants in the research. The game had the goal of provide the knowledge

enough to everyone, so they can understand the whole information about workplace well-being and engagement.

### 2.3.3. Sample

In the present study, sampling was non-probabilistic, because all workers were selected, decision taken by the managers of each department. The sample consisted of 3 managers and 10 employees of the sales area. Thirteen questionnaires were sent, and none was returned.

### 2.3.4. Demographical data of the sample

From the thirteen participants in the research, 23% are men, of which their age ranges between 24 and 39 years old, 67% are single and 33% are married, 100% of them have higher education and they have the position of employees in the sales area; their stay in the company ranges between 1 and 4 years.

On the other hand, 77% of the participants are women, of which their age range is from 23 to 35 years old, 70% of them are married and 30% are single, 60% have higher education and 40% are that they denominate in Russia like secondary school of technical profession, 30% have reached the position of manager and 70% are members of the sales department; Their stay in the company goes from 1 to 7 years.

Table 2

Demographical data of participants (source: own research, 2018)

	Genre	Age	Single	Married	Higher education	Secondary school	Manager	Employee	Years in company
Male	23%	24-39	67%	33%	100%			100%	1 – 4
Female	77%	23-35	30%	70%	60%	40%	30%	70%	1 – 7

### **2.3.5. Qualitative methods of research**

The first method used in this research is a questionnaire of 11 items. This first stage was to obtain a clear panorama of what the object of the research was going to be. On the other hand, this instrument provides information to the workers that do not know the meaning of the key words in this research.

The questionnaire for managers consisted in 11 questions about a personal point of view the workplace well-being in the company. The first part of this instrument consists in important demographical data that will allow to make relations between the information recollected. The questionnaire is a mix of three open questions and nine close questions with answer options. With this empirical data collection method, it gave an initial and exploratory research about the situation of the company.

For the employees it was used another questionnaire formed by 11 questions about a personal point of view the workplace well-being in the company. As in the first instrument described before, the first part of this instrument consists in important demographical data that will allow to make relations between the information recollected. The questionnaire is a mix of three open questions and nine close questions with answer options.

### **2.3.6. Quantitative methodology for workplace well-being**

To investigate thoroughly and know the psychological status of each worker and their level of well-being within their area of work, the instrument The Happiness Pemberton Index was used, which is made up of 21 items, which in turn are divided into two parts.

### Part “A” Integrates remembered well-being

- a. Remembered well-being. This part consists in 11 items from the initial pool of 21, includes four domains of remembered well-being (general, eudaimonic, hedonic, and social well-being). Each domain or subdomain (eudaimonic well-being has six subdomains and hedonic well-being has two subdomains) consisted of at least two items.

Participants were asked to rate each of the 11 statements in part “A” using a scale from 0 (fully disagree) to 10 (fully agree).

Table 3

Domains and subdomains of well-being (source: Hervás, 2013)

Domains and Subdomains	Reference scales	Mean correlation
<i>General well-being</i>	SWLS; SHS; SWDL	.69 (Item r1) .48 (Item r2)
<i>Eudaimonic well-being</i>		
Life Meaning	SPWB: Purpose in life	.60 (Item r3)
Self-acceptance	SPWB: Self-acceptance	.67 (Item r4)
Personal growth	SPWB: Personal growth	.50 (Item r5)
Relatedness	SPWB: Positive relationships	.48 (Item r6)
Competence	SPWB: Environmental control	.57 (Item r7)
Autonomy	SPWB: Autonomy	.41 (Item r8)
<i>Hedonic well-being</i>		
Positive affect	PANAS: Positive affect	.50 (Item r9)
Negative affect	PANAS: Negative affect	.47 (Item r10)
<i>Social well-being</i>	SWDL: Satisfaction with country; SWLS; SHS	.42 (Item r11)

Note. Items are ordered in the table as they appear in the scale (see appendix). SWLS = Satisfaction With Life Scale; SHS = Subjective Happiness Scale; SWDL = Satisfaction With Domains of Life; SPWB = Ryff’s Scales of Psychological Well-being; PANAS = Positive and Negative Affect Schedule.

## Part “B” Integrates Experienced well-being

- b. Experienced well-being. It is constructed by 10 items related to specific experiences. Participants were presented with five common positive events and five negative ones (“I had an argument with someone”) that can be experienced by virtually anyone on a given day in different cultures.

Participants were simply asked to answer with “yes” if they experienced the statement before in their workplace or “not” if they have not lived it yet. The 10 items and the response format are presented in the Appendix.

For calculating the final score in the remembered wellbeing scale, it is necessary to divide each individual’s sum of raw scores by eleven (the number of items of the scale), which provides a mean score from 0 to 10. To calculate the overall PHI index, which included remembered and experienced well-being, it is needed to sum the individuals’ scores of the 11 items related to remembered well-being plus the sum of scores on the experienced well-being; the total sum is then divided by 12, so the resulting PHI total mean score also ranges from 0 to 10.

According to the validation of the Happiness Pemberton Index, carried out by Hervás and Vázquez, 2013 for Russia, it is important to present the following data:

Table 4

Russian PHI (source: Hervás, 2013)

<i>n</i>		Remembered well-being		Experienced well-being	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Russia	402	6.53	1.83	6.38	2.05

To locate the level of well-being and happiness that the workers experience, the result of each one must be located in the next table of values that the instrument proposes for a better analysis.

Table 5

PHI values (source: Hervás, 2013)

<b>Pemberton happiness Index</b>	
0 - 1.99	Very unhappy
2 - 3.99	Unhappy
4 - 5.99	More or less happy
6 - 7.99	Happy
8 - 10	Very happy

### 2.3.7. Quantitative methodology for engagement

To investigate deeply and know the engagement level of each worker experienced within its workplace, the instrument Utrecht Work Engagement Scale-17 was used, which is made up of 17 items, and just by one part.

According to its three-dimensional definition, the measure of work commitment was divided into three subscales, a psychometric instrument called Utrecht Work Engagement Scale (UWES), a self-report instrument that includes the dimensions of vigor, dedication and absorption (with six, five and six items, respectively).

This instrument was made by Wilmar Schaufeli & Arnold Bakker 2003 and the international validation was done in 2009, where Russia was included for its application.

It takes approximately 5 to 10 minutes to complete the UWES and can be applied individually and as a group. The UWES can be used for either an

individual or group assessment or even as part of a satisfaction survey for the employee, or an assessment of psychosocial risks.

The instructions that are provided in the format, in the upper part of the UWES are self-applicable (see appendix), but if it was deemed necessary, it can be verified whether the subject or subjects understood the indications.

The average score of the three subscales of the UWES is obtained by adding the scores of each particular scale and dividing its result by the number of items of the specific subscale.

Therefore, the UWES can yield three partial scores, corresponding to each subscale and a total score within the range of 0 to 6 points.

To locate the level of engagement that the workers experience, the result of each one must be located in the next table of values that the instrument proposes for a better analysis.

Table 6

UWES values (source: Schaufeli & Bakker, 2003)

How often workers experienced engagement	
0 - 0.99	Sometimes per year
1 - 1.99	Once per month
2 - 2.99	Couple of times per month
3 - 3.99	Once per week
4 - 4.99	Couple of times per week
5 - 6	Everyday

### 2.3.8. Phase of gamification

For this phase it was decided to apply an informative – interactive business game with all the workers that are involved in the research. It consists in two questions, one for employees and one for managers.



The instructions are to make two teams, one with employees and one with just managers. Then every group has to answer and gave all the options they believe are needed for workplace well-being. Next each group write their answers in a different column of a blackboard. To finalize every team reads all the answers and they analyze and discuss everything to make a common solution.

### 2.3.9. Workplace well-being questionnaire results

The first questionnaire that was applied was that one written especially for the three managers of the Energostal company. This questionnaire has 11 items that investigate the knowledge that they have about workplace well-being.

Table 7

#### Questionnaire for managers

1.- How do you understand the phrase: "Workplace well-being"? Describe all possible aspects that are important for you as a manager.	Number of answers
Clean and comfortable workplace	3
Teamwork spirit	2
Development of worker's profession and skills	2
Corporative culture	1
Training	1
2.- If the workplace well-being is used to promote integration between departments of a company and between workers to maintain a good organizational climate and, thus, improve the quality of life of employees, which of the following do you think are advantages of the workplace well-being?	
Greater commitment	0
Sense of belonging	0
Liability of employees towards their work and performance	0
Staff is dignified by satisfying their basics needs	0

The identity of the personnel is strengthened ties their occupation	0
Integrate the family with the employee	0
Encourages the development of employees and their families “retain staff”	0
The collaborators identify with the organization objectives	0
All of above	3
<b>3.- Who, in your opinion, should be responsible in the Company for providing well-being in the workplace to employees (select all acceptable options):</b>	
Employees themselves	0
Managers	1
The owner of the company	0
All of above	2
<b>4.- Does your company have a policy for ensuring well-being on the workplace for employees?</b>	
Yes	3
No	0
I do not know	0
<b>5.- If your answer was "Yes" in the previous question, could you list all the actions which your Company makes in this direction?</b>	
Monetary incentives	2
Training	2
Special place to take lunch	1
Clean workplace and comfortable	1
Accessible attitude	1
<b>6.- Do your employees know about the Company's policy in the workplace well-being organization?</b>	
Yes	1
No	0
I do not know	2
<b>7.- How do you inform your employees about the Company's actions for "well-being in the workplace"?</b>	
Meetings	2
Talks	2
<b>8.- In your opinion, how often should measures be taken to improve well-being in the workplace?</b>	
Once per month	1

2 times a quarter	0
Once every six months	1
Once per year	0
As it is necessary	1
There is no need for such events	0
<b>9.- Do you use the mass media and / or corporate publications of the Company to publish news about the Company's work in the field of improving well-being in the workplace?</b>	
Yes	0
No	2
I do not know	1
<b>10.- In your opinion, are the employees satisfied with the conditions that you propose to improve well-being in the workplace?</b>	
Yes	1
No	0
I do not know	2
<b>11.- Do you think that the employee's families should be included in the Company's activities in the well-being on workplace for employees?</b>	
Yes	0
No	1
I do not know	1
Just some of them	1

As can be seen in the table, managers consider that the most important element to provide welfare to workers is "keep the workplace clean and comfortable", while in the second place they consider should promote teamwork and professional development of workers. Leaving in the third place the training programs and the promotion of the corporate culture.

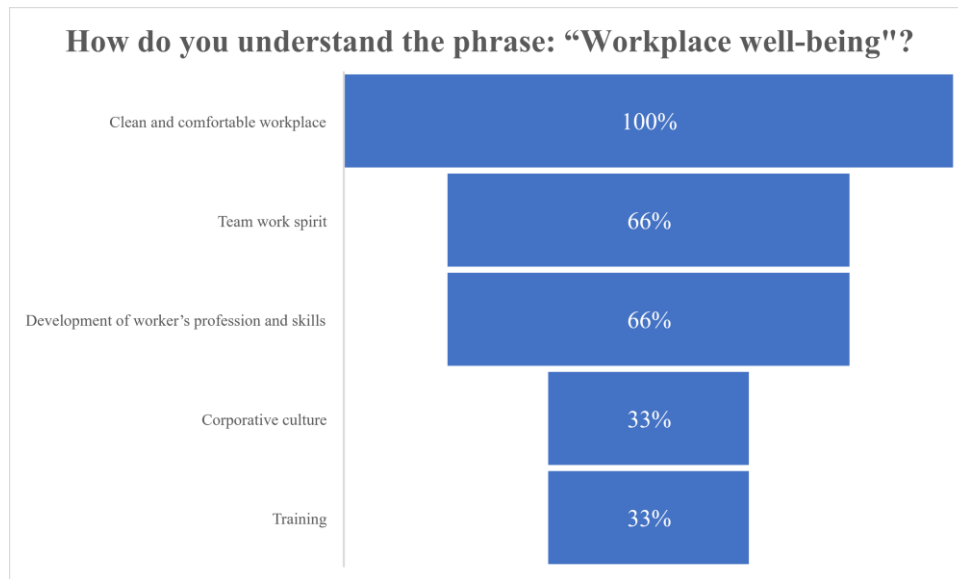


Fig. 3 - Workplace well-being characteristics (source: own research, 2018)

The percentages represent the perception that the managers have regarding what is the labor welfare. Their perception is aimed at keeping the facilities clean and safe for workers, as well as their professional development. However, we still need to add elements, in order to have the concept of work well-being complete.

In the second item, the three managers consider that the advantages of procuring the welfare of workers are:

- Greater commitment.
- Sense of belonging.
- Liability of employees towards their work and performance.
- Staff is dignified by satisfying their basics needs.
- The identity of the personnel is strengthened by their occupation.
- Integrate the family with the employee.
- Encourages the development of employees and their families "retain staff".
- The collaborators identify with the organization objectives.

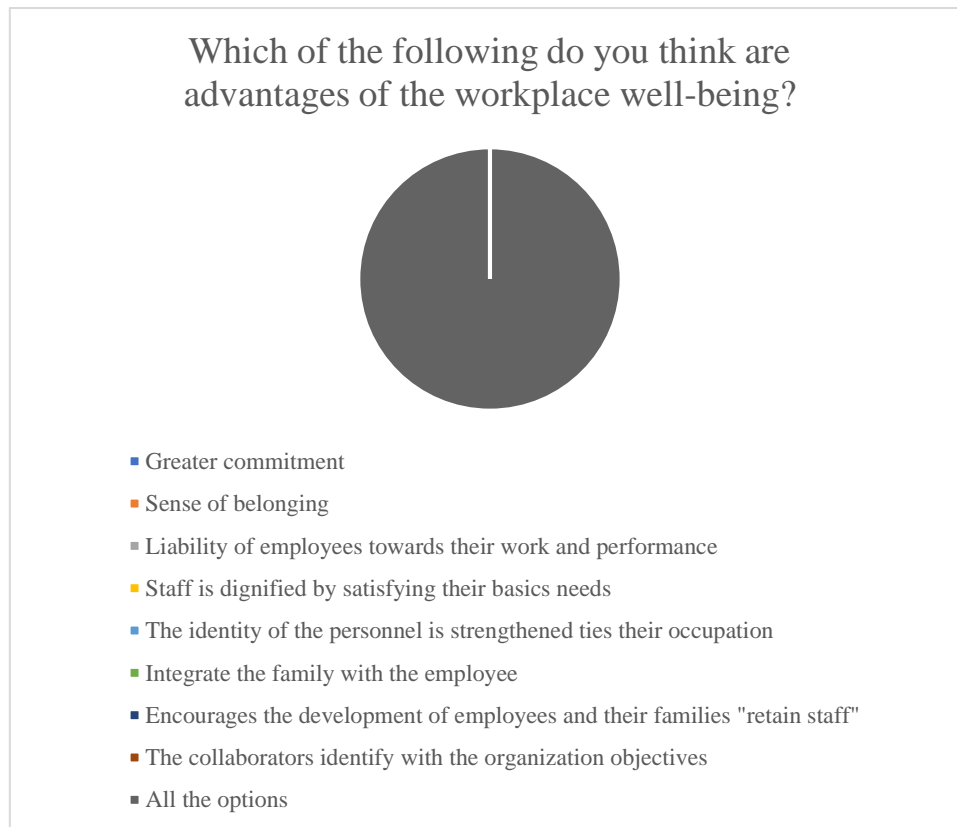


Fig. 4 - Pros of workplace well-being (source: own research, 2018)

In question number three, two of the managers believe that the well-being of the workers within the Energostal enterprise must be provided thanks to a team effort that includes the managers, heads of department, the owner of the organization and the employees. On the other hand, one of the managers considers that welfare should only be a concern of managers.

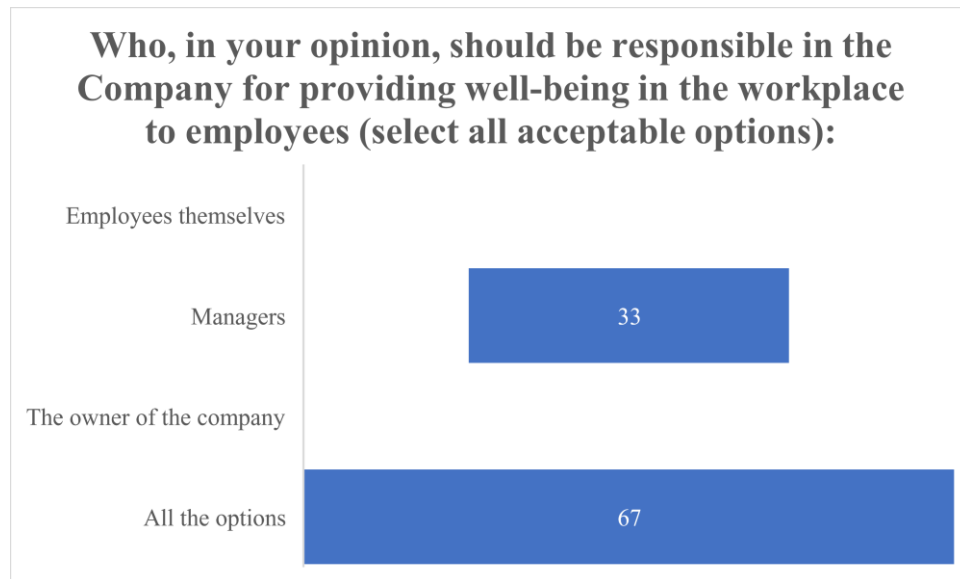


Fig. 5 - Who is responsible of well-being? (source: own research, 2018)

Believing that only managers should promote work well-being, the vision shared by both department heads and workers is lost, because thinking in this way does not fortify team spirit.

All managers agree that the company has rules and policies that ensure the welfare of workers and they provide in question number five, some examples of these:

- Monetary incentives.
- Training programs.
- Special place to take lunch.
- Clean workplace and comfortable.
- Accessible attitude.

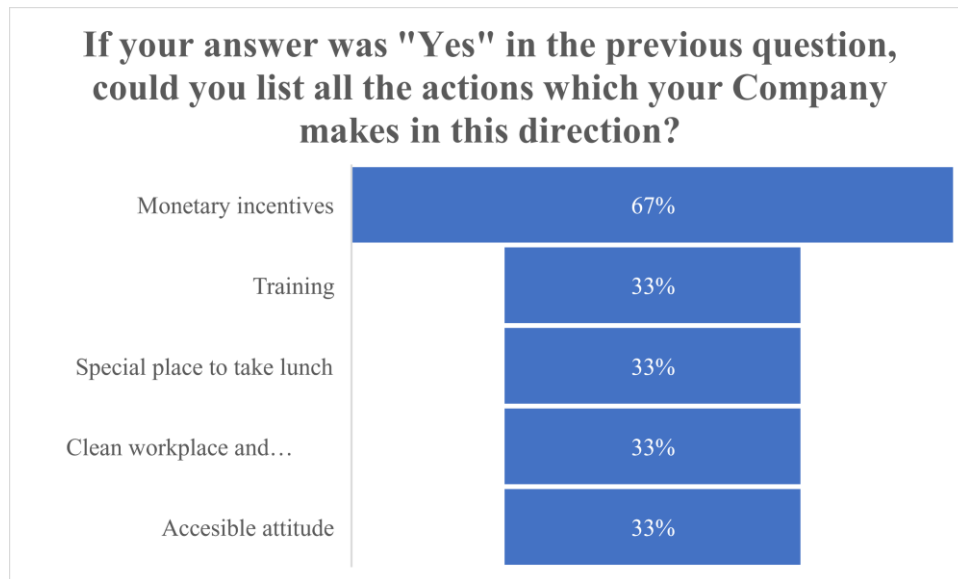


Fig. 6 - Actions for the well-being (source: own research, 2018)

However, in question six, one of the managers assures that the employees know the policies and strategies that the company carries out to ensure their well-being, while the other two are not sure if the efforts of the organization are clear to the employees.



Fig. 7 - Employers well-being policy knowledge (source: own research, 2018)

To publicize the strategies and policies that Energostal implements in favor of worker's welfare, two of the managers assure that the information is carried out through meetings and talks. It should be noted that one of the managers decided not to answer this question.



Fig. 8 - How to inform about well-being (source: own research, 2018)

For question eight, a polarization is observed, since managers think differently from each other. For one of them, the welfare of the workers should be monitored once a month, while another manager thinks that it should be every six months and the last one says that only when necessary.



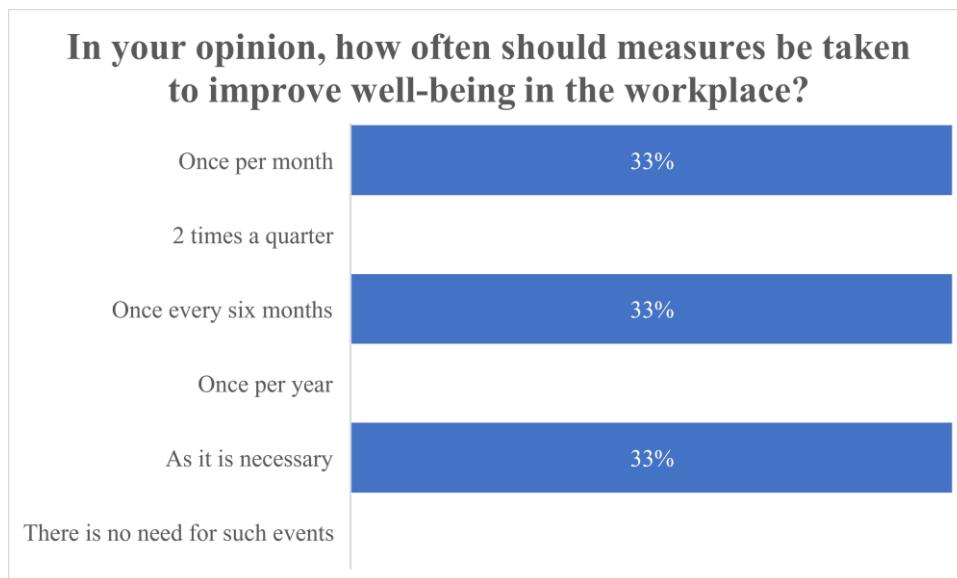


Fig. 9 - Opinion to improve well-being (source: own research, 2018)

Reinforcing the answers of question number seven, two of the managers assure that to inform the employees the policies and changes they make on the field of the labor welfare, they do not use electronic or visual media, while one of the managers is not sure if they have used them or not.

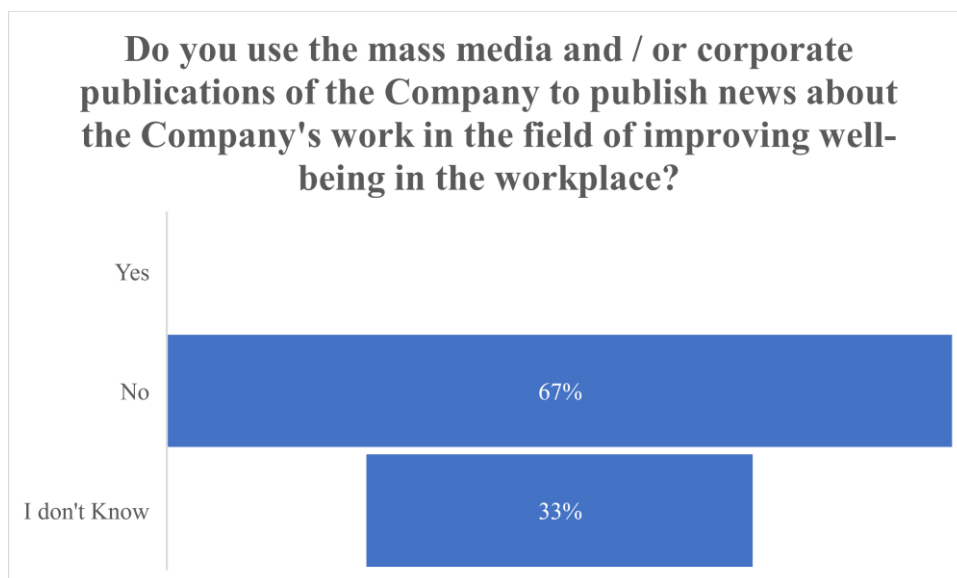


Fig. 10 - The use of media in the company (source: own research, 2018)

In question number ten, a manager ensures that employees are satisfied with what the company does in favor of their work well-being. While the remaining two do not know if the employees are satisfied or dissatisfied.

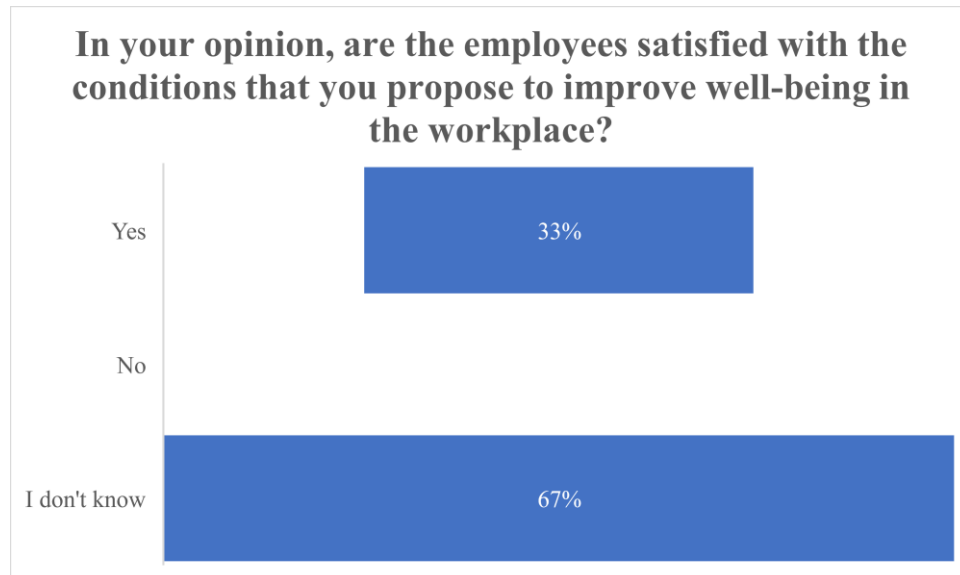


Fig. 11 - Satisfaction of employees (source: own research, 2018)

Finally, in question number eleven, where the opinion of the three managers is asked about whether the families of the workers should be considered within the programs to promote the welfare of the workers, one of them answered that they should not be include, the second said he does not know if they should be included, and the last one said that this can be only for some workers.

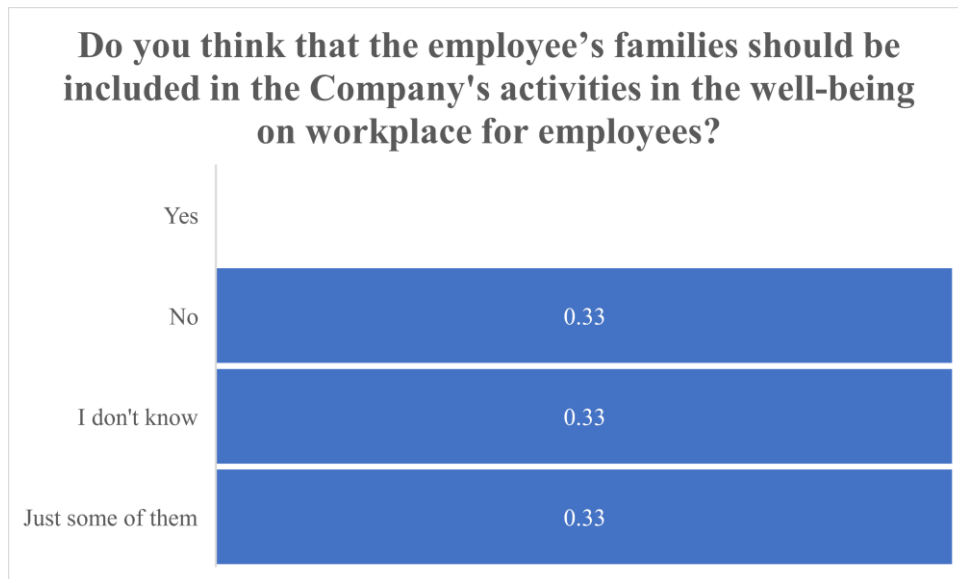


Fig. 12 - Who is part of the strategies? (source: own research, 2018)

The second questionnaire that was applied was that one written especially for the employees of the Energostal company. This questionnaire has 11 items that investigate the knowledge that they have about workplace well-being. On the next table it can be seen the answers of the employees according to the questionnaire made for them and how many employees repeat the same options or the same opinions.

Table 8

Questionnaire for employees (source: own research, 2018)

1.- How do you understand the phrase: "Workplace well-being"? Describe all possible aspects that are important for you as a manager.	Number of answers
Clean and comfortable workplace	7
Teamwork spirit	8
Development of worker's profession and skills	4
Corporative culture	3
Training	3
Monetary incentives	2
Mental health	2
Fair threat for everyone	1
Fair work distribution	1

<b>2.- If the workplace well-being is used to promote integration between departments of a company and between workers to maintain a good organizational climate and, thus, improve the quality of life of employees, which of the following do you think are advantages of the workplace well-being?</b>	
Greater commitment	0
Sense of belonging	0
Liability of employees towards their work and performance	0
Staff is dignified by satisfying their basics needs	0
The identity of the personnel is strengthened ties their occupation	0
Integrate the family with the employee	0
Encourages the development of employees and their families “retain staff”	0
The collaborators identify with the organization objectives	0
All of above	10
<b>3.- Who, in your opinion, should be responsible in the Company for providing well-being in the workplace to employees (select all acceptable options):</b>	
Employees themselves	0
Managers	2
The owner of the company	3
All of above	5
<b>4.- Does your company have a policy for ensuring well-being on the workplace for employees?</b>	
Yes	6
No	0
I do not know	4
<b>5.- Is the Company policy of ensuring well-being on the workplace for employees understandable for you?</b>	
Yes	5
No	2
I do not know	3
<b>6.- Do you think that the Company seeks all the possible ways to ensure well-being in the workplace for employees?</b>	
Yes, completely	4
Almost completely, enough	4
On a half	1

Almost not, not enough	1
<b>7.- Describe which of your preferences in the field of well-being on the workplace, marked by you in question 1, the Company satisfies?</b>	
Clean and comfortable workplace	7
Work team spirit	3
Corporative culture	2
Development of worker's profession and skills	2
<b>8.- Do you feel comfortable in the Company in whole?</b>	
Yes	2
No	0
I do not know	2
<b>9.- Do you feel motivated by what the Company offers you to ensure well-being in the workplace?</b>	
Yes	4
No	0
I do not know	6
<b>10.- How often does the Company organize sports and / or advertising activities for employees?</b>	
Once per month	0
2 times a quarter	1
Once every six months	7
Once per year	1
Irregularly, as it is necessary	1
Does not organize at all	0
<b>11.- Do you think that your family should be included in the Company's activity in the workplace well-being organization?</b>	
Yes	1
No	9
I do not know	0

For the employees, the wording of some questions was changed, while others were kept the same as those presented to the managers. In the first question, employees consider that the important elements that characterize work well-being are:

- Clean and comfortable workplace.

- Teamwork spirit.
- Development of worker's profession and skills.
- Corporative culture.
- Training programs.
- Monetary incentives.
- Mental health.
- Fair threat for everyone.
- Fair work distribution.

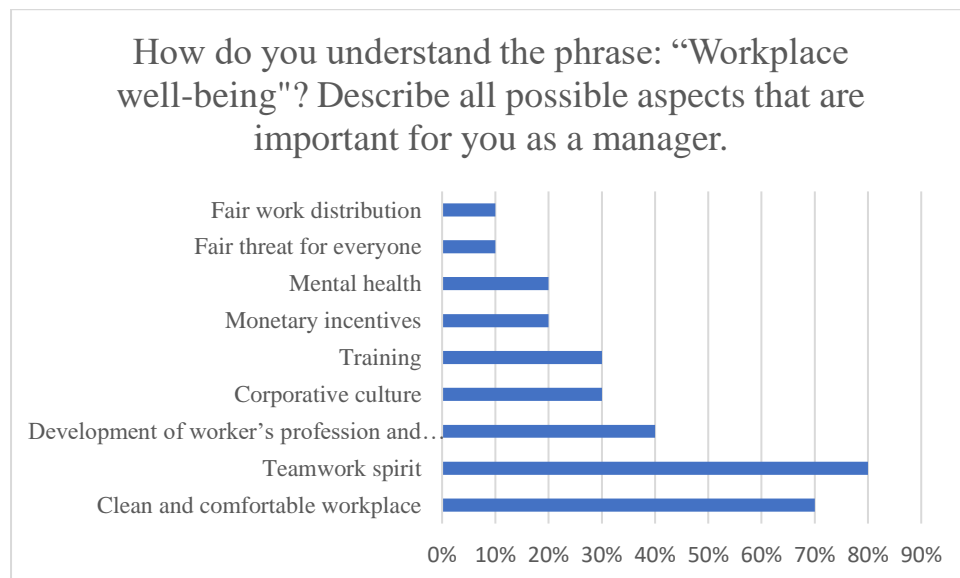


Fig. 13 - Well-being characteristics (source: own research, 2018)

In the second item, the ten employees consider that the advantages of procuring the welfare of workers are:

- Greater commitment.
- Sense of belonging.
- Liability of employees towards their work and performance.
- Staff is dignified by satisfying their basics needs.
- The identity of the personnel is strengthened by their occupation.
- Integrate the family with the employee.

- Encourages the development of employees and their families "retain staff".
- The collaborators identify with the organization objectives.

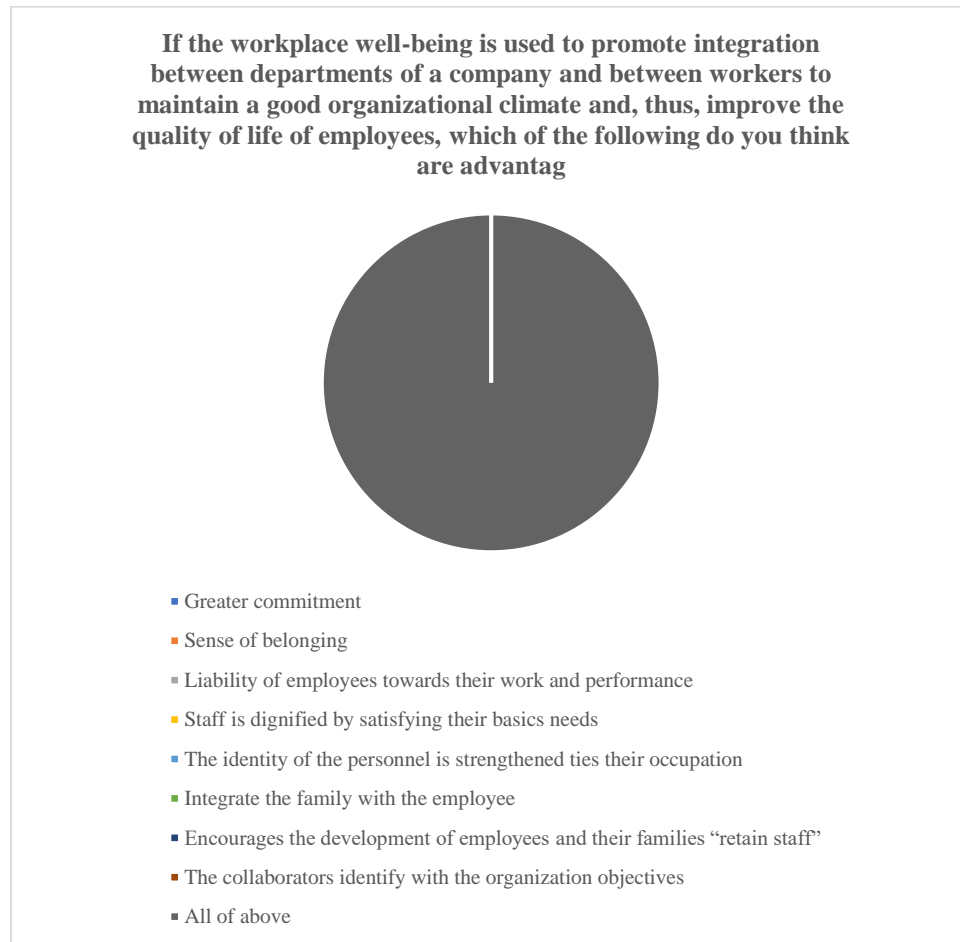


Fig. 14 - Opinions about well-being (source: own research, 2018)

In question number three, five of the employees believe that the well-being of the workers within the Energostal enterprise must be provided thanks to a team effort that includes the managers, heads of department, the owner of the organization and the employees. On the other hand, two of the workers consider that welfare should only be a concern of managers and the las three said that this is an owner's job.

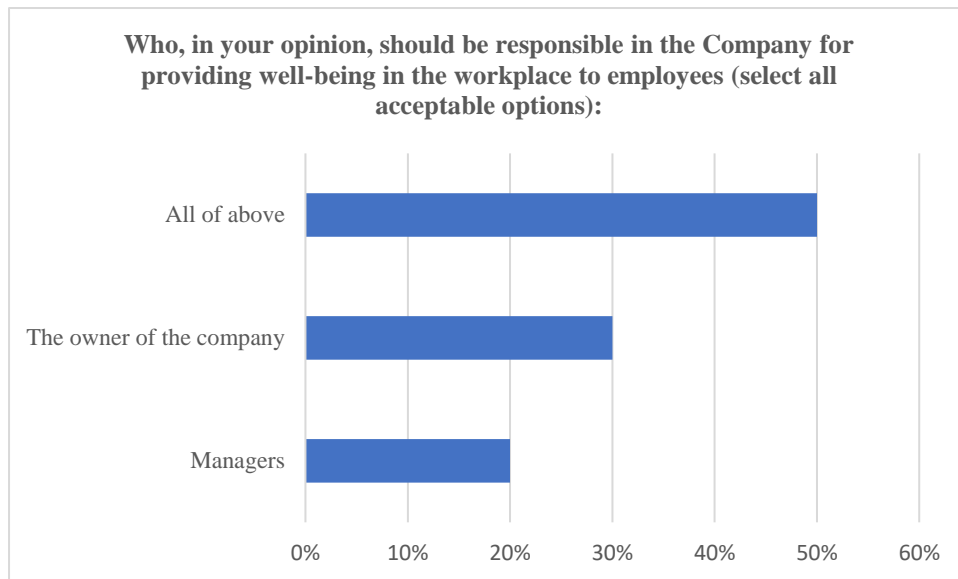


Fig. 15 - Responsible of well-being (source: own research, 2018)

Six employees agree that the company has rules and policies that ensure the welfare of workers, and the other four answered that they are not sure if the company has these.

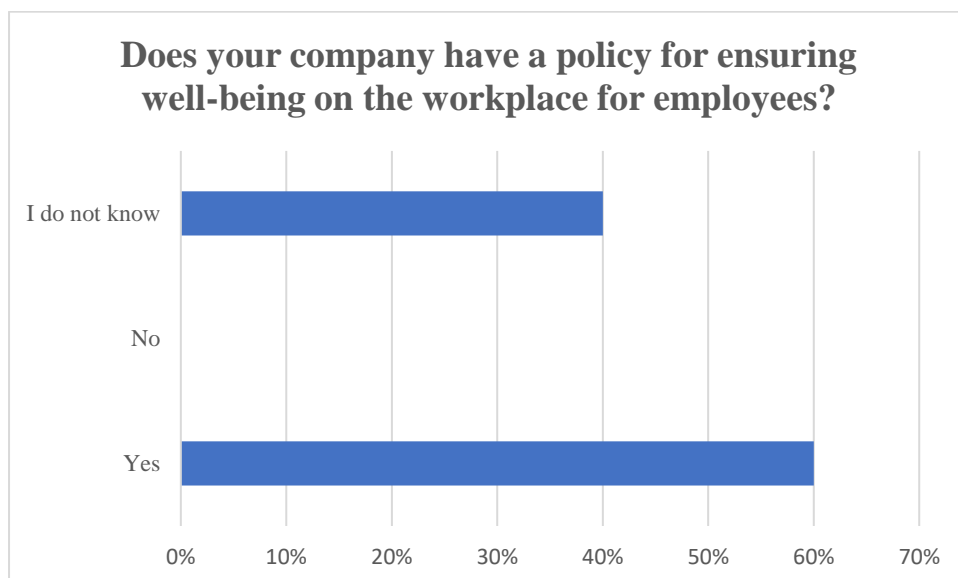


Fig. 16 - Policies on well-being (source: own research, 2018)



Thus, for the next question, five employees consider that the policies that the company has regarding labor welfare are clear, two of them think that they are not understandable and three of them are not sure.

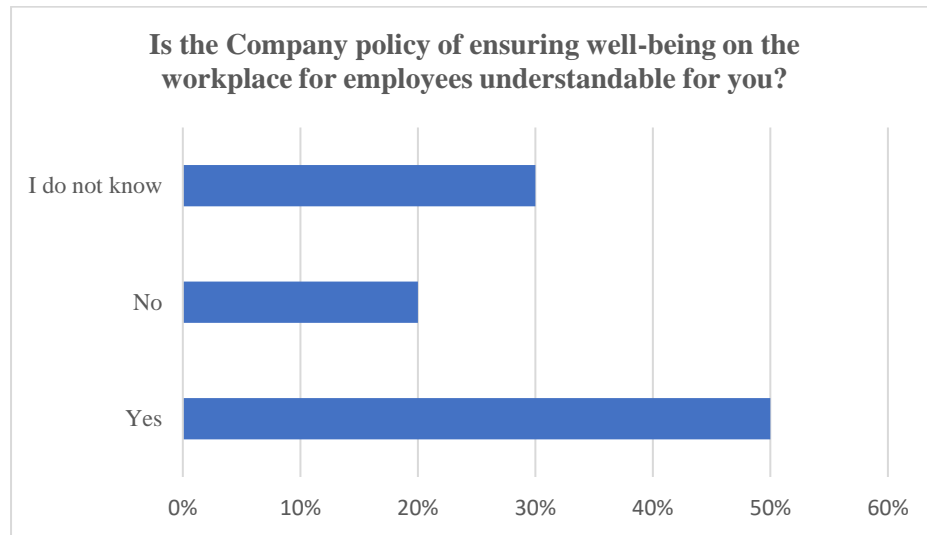


Fig. 17 - Well-being in the policies (source: own research, 2018)

In question number six, four of the workers consider that the efforts of the company for the labor welfare are completely sufficient, while four others consider that these efforts are only sufficient, one of them says that the efforts are more or less functional, and one considers that they are not enough.

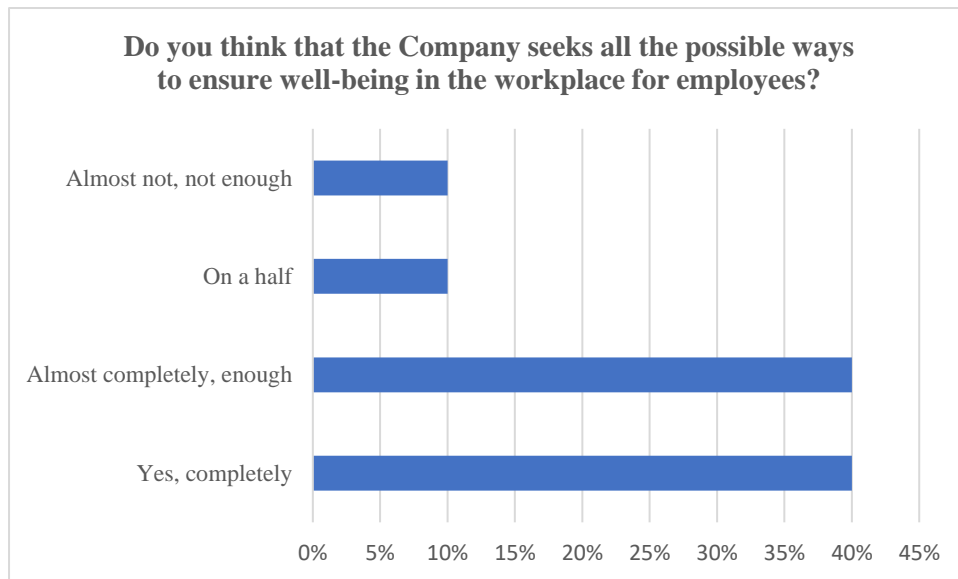


Fig. 18 - Efforts on well-being (source: own research, 2018)

In question seven, employees were asked to choose from the elements they wrote in question number one those that the company already satisfies. The answers were the following in order of more appointments:

- Clean and comfortable workplace.
- Work team spirit.
- Corporative culture.
- Development of worker's profession and skills.



Fig. 19 - Satisfaction on well-being (source: own research, 2018)

In question number eight, the workers were asked if they find their stay in the company comfortable. Two of them answered that they feel comfortable, while two others do not know if they are comfortable or not. But it should be noted that six of the workers preferred not to answer the question.

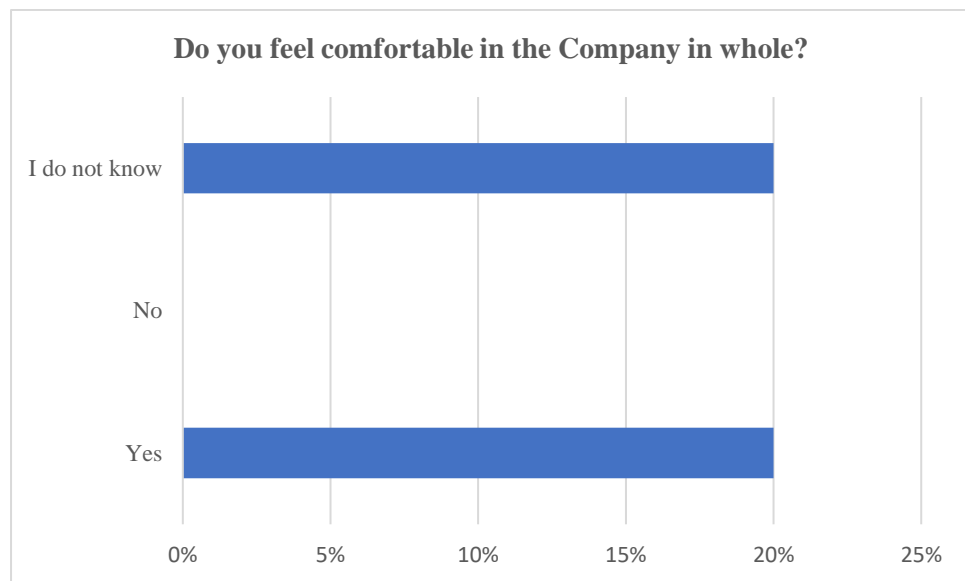


Fig. 20 - Do you feel comfortable in the company? (source: own research, 2018)

On the other hand, four people feel motivated with what the company offers them and the other six do not know if they feel motivated.

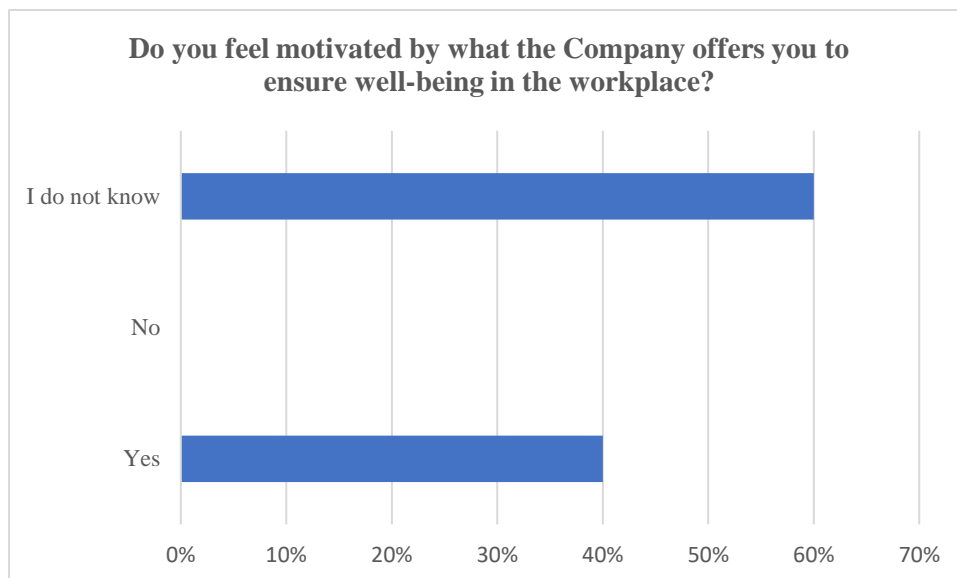


Fig. 21 - Motivation according to well-being (source: own research, 2018)

According to the worker's responses, seven of them say that the company organizes activities in favor of labor welfare every six months. One of them considers that they are carried out twice every six months, another considers that only once a year and the last one answered that only when it is necessary.

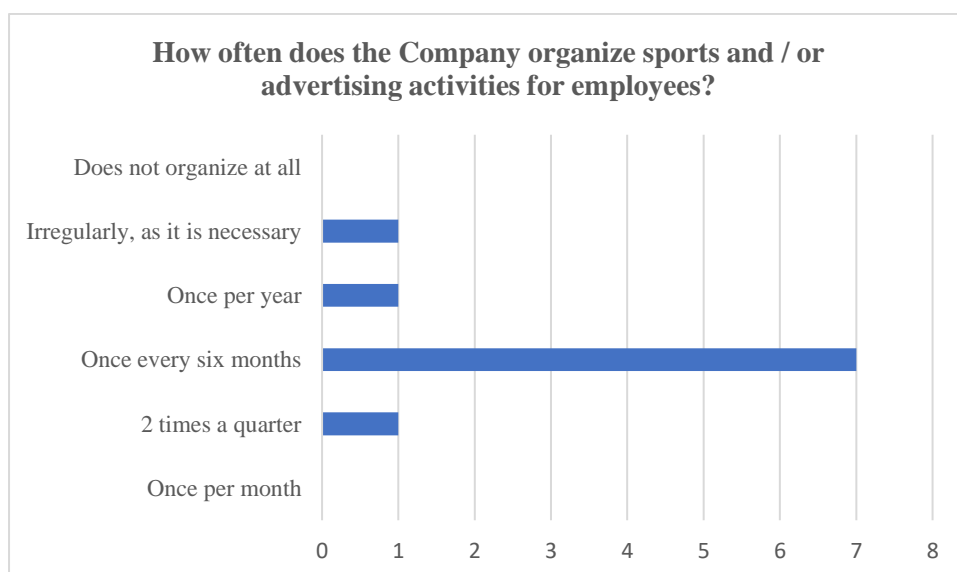


Fig. 22 - Activities organized by the company (source: own research, 2018)

In the last question, a worker believes that his family should be part of the strategies and programs that are carried out in favor of labor welfare. On the other hand, the remaining nine answered that their families should not be part of this.

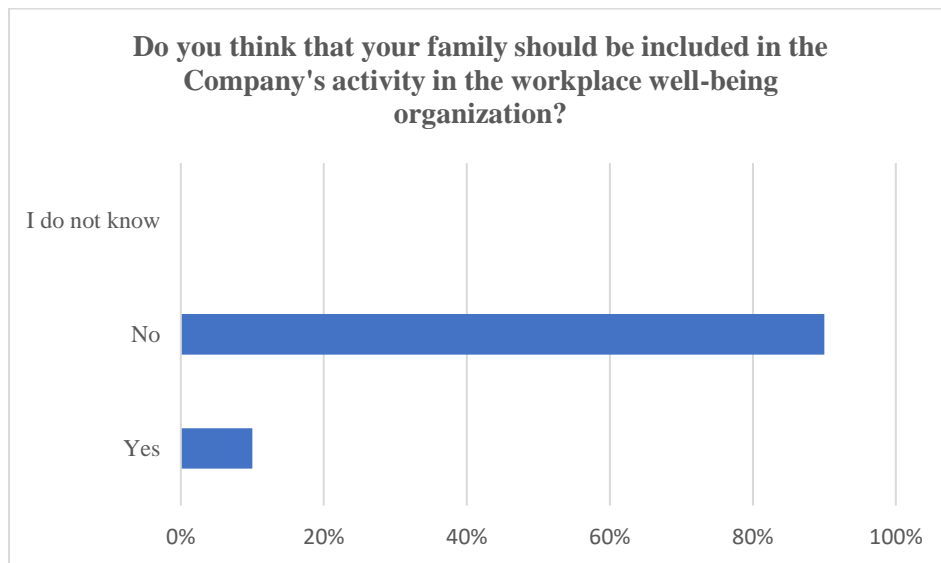


Fig. 23 - Who can be part on the well-being activities? (source: own research, 2018)

### 2.3.10. Well-Being results in Energostal

Below are the results that the Happiness Pemberton Index instrument shed on this research.

Table 9

HPI results				
Dimensions	Items	M	SD	Total
General well-being	r1	6.69		7.12
	r2	7.54		
Eudaimonic well-being				7.74
	r3	7.92		

Life meaning	r4	6.69	
Self-acceptance	r5	8.23	
Personal growth	r6	7	
Relatedness	r7	8.38	
Perceived control	r8	8.23	
Autonomy			
Hedonic well-being			7.04
Positive affect	r9	6.46	
Negative affect	r10	7.62	
Social well-being	r11	6.54	6.54

From the point of view of the subdimensions of well-being, the results are situated in an average that goes from 6.4 the lowest (positive affect), to 8.3 the highest (personal growth). While from the general view of the central dimensions, the results go from 6.5 the lowest (social welfare) to 7.7 the highest (eudaimonic well-being).

The survey consists of two parts; thus, the results of the latter can be observed below.

Table 10

Positive and negative answers

Items	Positive answers	Negative answers	Percent of workers
r12 Something I did made me proud	6	7	53% were not proud
r13 At times, I felt overwhelmed	4	9	69% felt relaxed
r14 I did something fun with someone	8	5	61% did have fun
r15 I was bored for a lot of the time	13	0	100% were bored
r16 I did something I really enjoy doing	12	1	92% enjoyed something
r17 I was worried about personal matters	3	10	77% were worried
r18 I learned something interesting	8	5	61% learned something new

r19 I gave myself a treat	9	4	69% gave themselves a reward
r20 Things happened that made me angry	7	6	53% Felt really angry
r21 I felt disrespected by someone	11	2	85% were treated rudely

To obtain the final result of well-being, the average of the previous results was obtained, with which it was found that nine of the workers present a well-being that averages between 6 and 7.99, which is translated according to the table of values as “happy”. Two of the employees presented an average of well-being between 8 and 9.8, which places them in the “Very happy” category. While two others obtained an average of 5, which places them at a level called “more or less happy”.

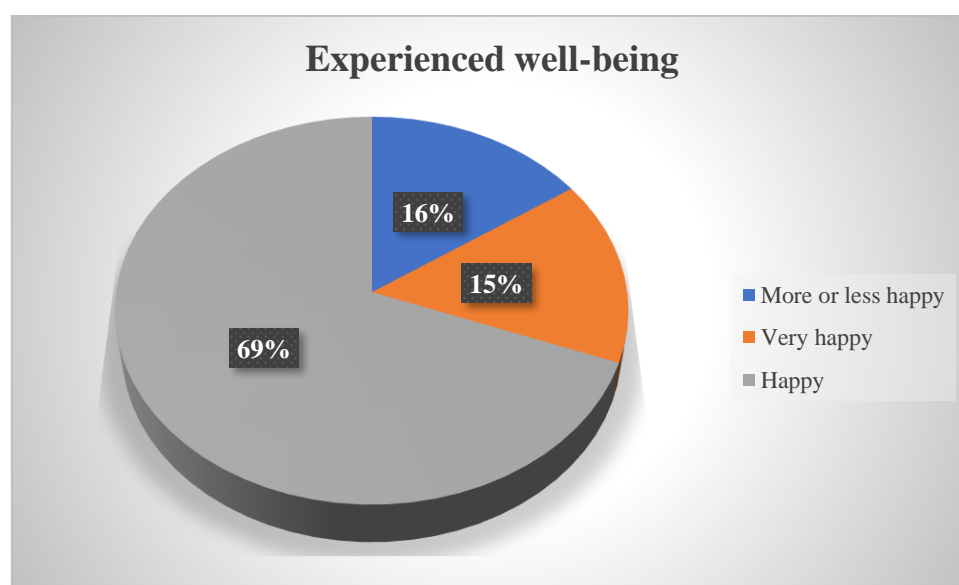


Fig. 24 - Experienced well-being (source: own research, 2018)

As can be seen in the graphic number 4, 69% of employees are happy in their workplace, while 16% are more or less happy with working conditions and 15% fully enjoy everything that the organization offers to them.

### 2.3.11. Engagement results in Energostal

Below are the results that the Happiness Permberton Index instrument shed on this research.

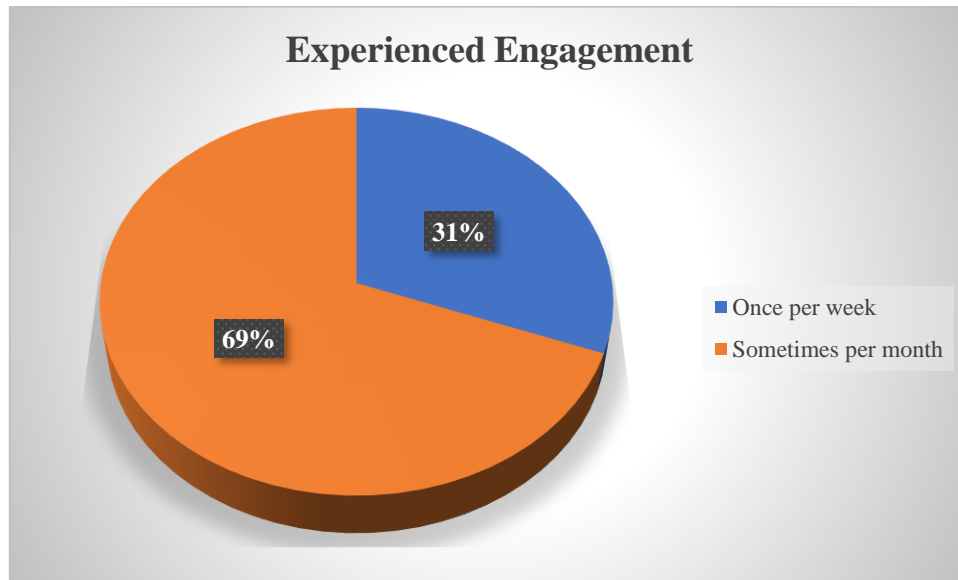


Fig. 25 - Experienced engagement (source: own research, 2018)

Within the Energostal company, 31% of workers experience Engagement once a week, while 69% only live it a couple of times per month, according to the barometric table of the Happiness Pemberton Index.

Although the company does not present an absence of engagement, most workers do not usually commit more than necessary.

Below are the vivid percentages of engagement per employee in the Energostal company.



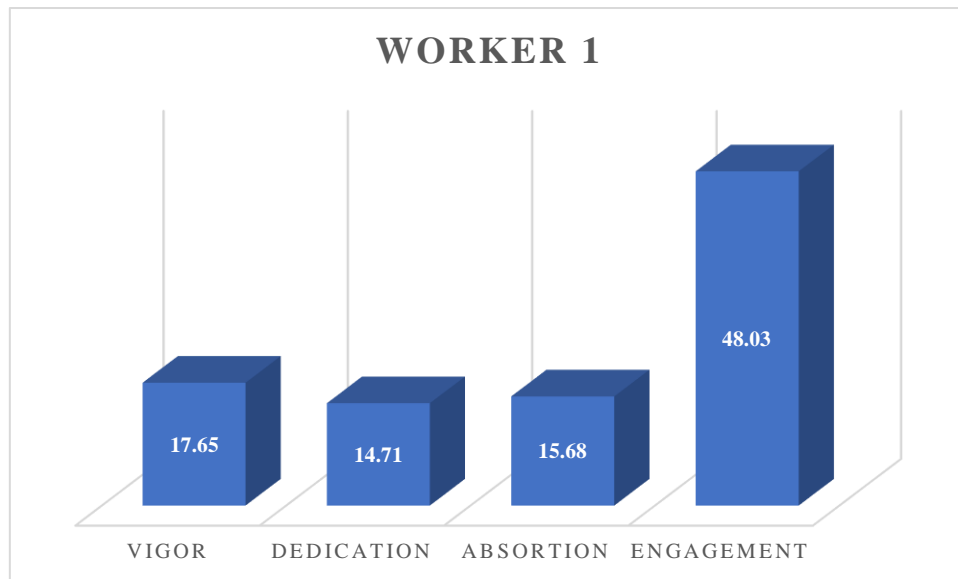


Fig. 26 - Engagement of worker 1 (source: own research, May 2018)

The first worker interviewed presented 17.65% of vigor, 14.71% of dedication and 15.68% of absorption; This is equivalent to 48% of the engagement experienced towards the work and daily activities.

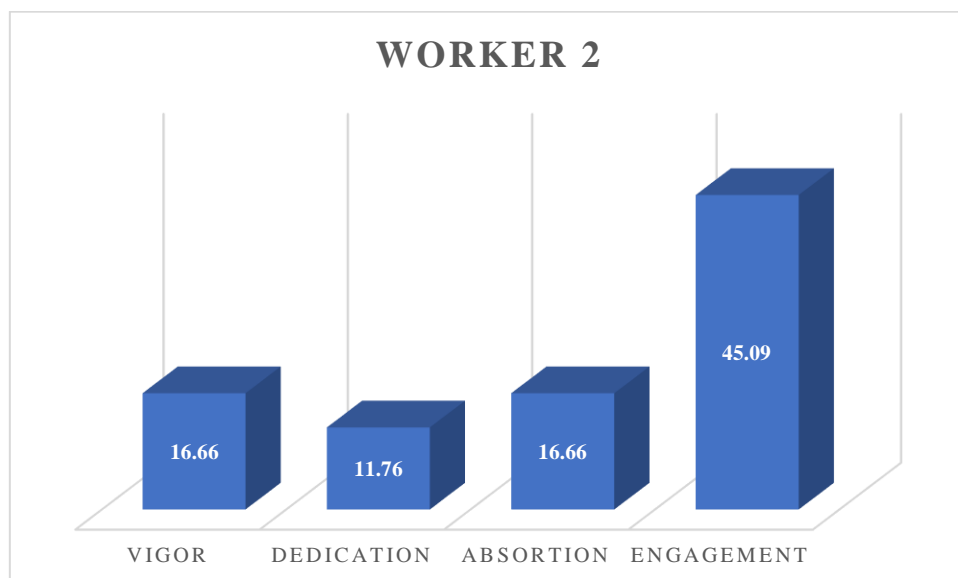


Fig. 27 - Engagement of worker 2 - (source: own research, 2018)

In this case the worker interviewed presented 16.66% of vigor, 11.76% of dedication and 16.66% of absorption; This is equivalent to 45% of the

engagement experienced towards the work and daily activities, three points less than the first worker.

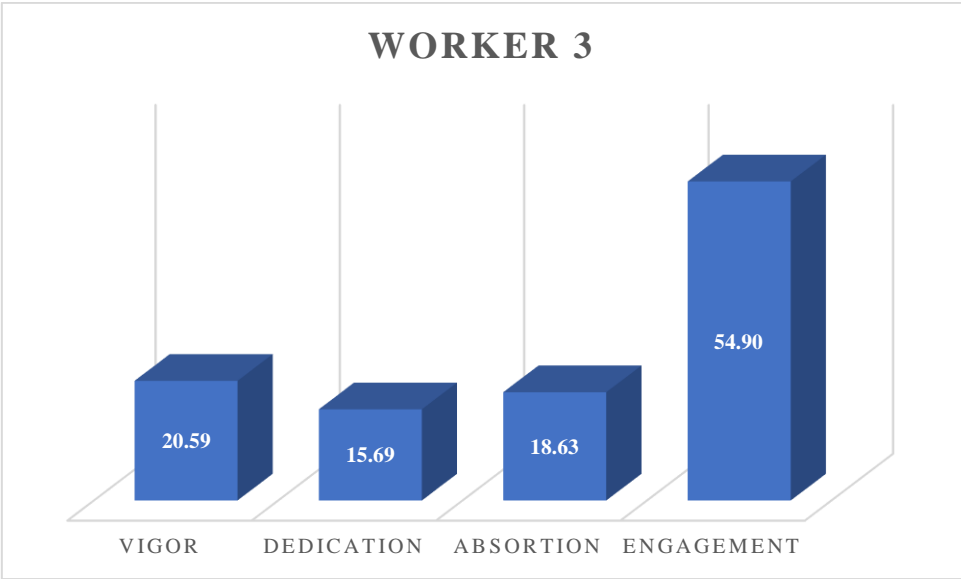


Fig. 28 - Engagement of worker 3 (source: own research, 2018)

The third worker interviewed presented 20.59% of vigor, 15.69% of dedication and 18.63% of absorption; This is equivalent to 54.90% of the engagement experienced towards the work and daily activities.

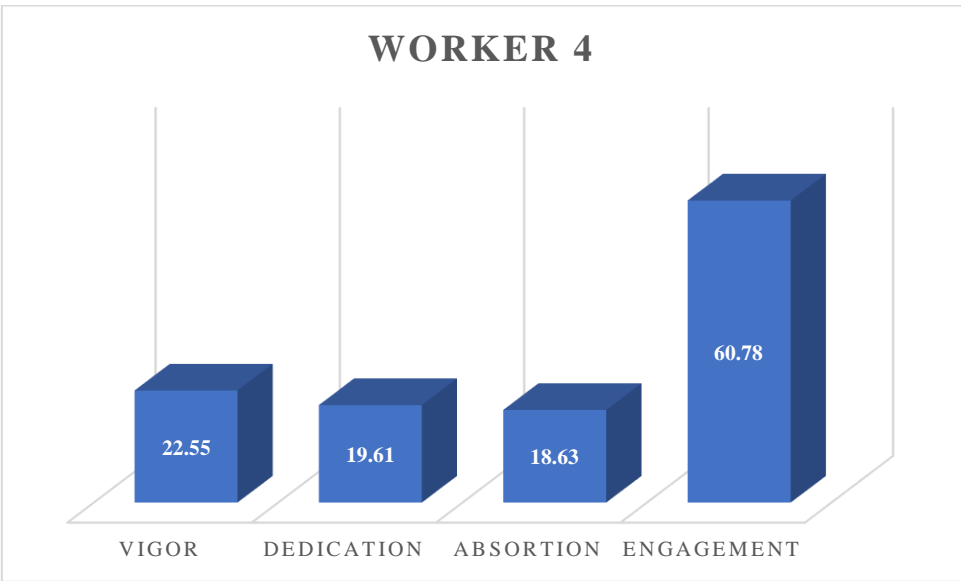


Fig. 29 - Engagement of worker 4 (source: own research, 2018)

The next worker interviewed presented 22.55% of vigor, 19.61% of dedication and 18.63% of absorption; This is equivalent to 60.78% of the engagement experienced towards the work and daily activities.

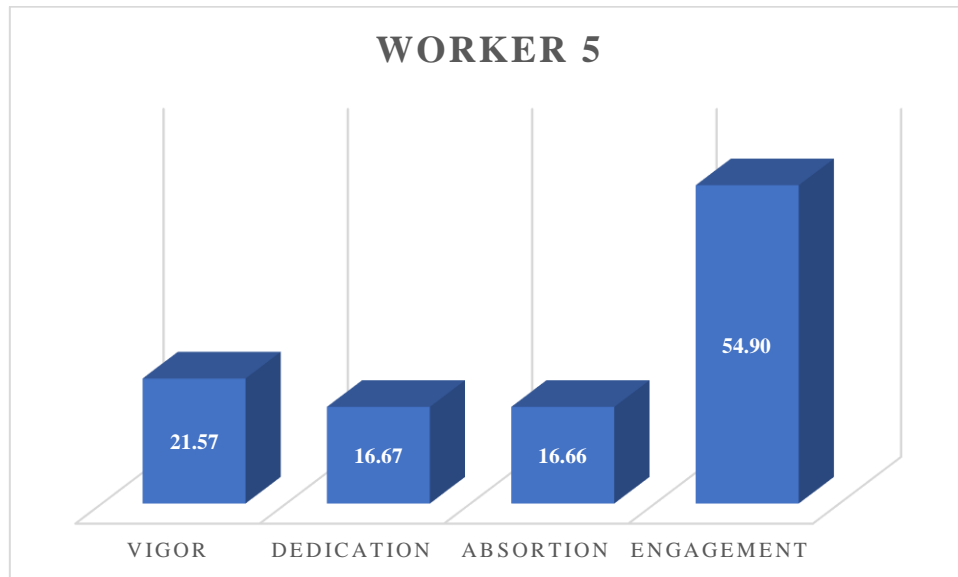


Fig. 30 - Engagement of worker 5 (source: own research, 2018)

In this case the worker interviewed presented 21.57% of vigor, 16.67% of dedication and 16.66% of absorption; This is equivalent to 54.90% of the engagement experienced towards the work and daily activities.

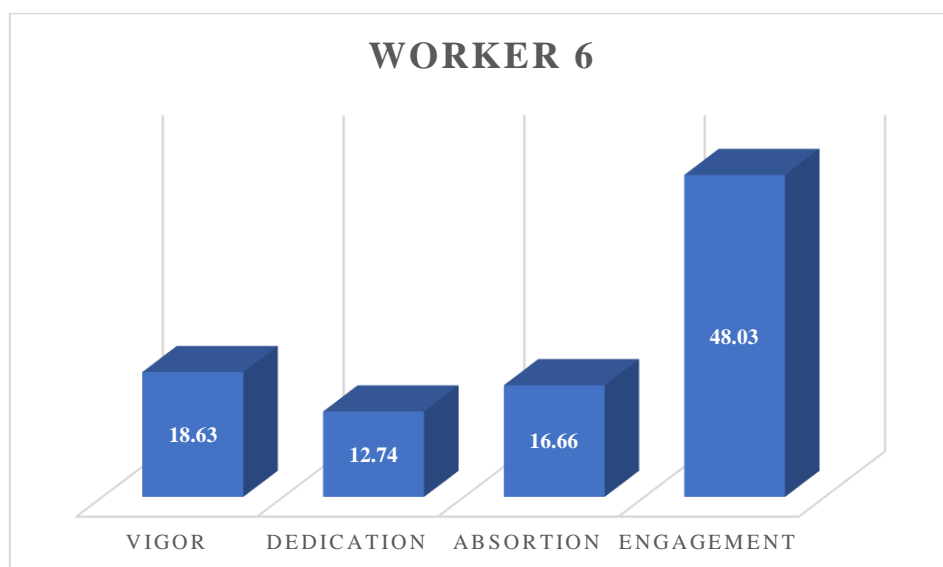


Fig. 31 - Engagement of worker 6 (source: own research, 2018)

The sixth worker interviewed presented 18.63% of vigor, 12.74% of dedication and 16.66% of absorption; This is equivalent to 48% of the engagement experienced towards the work and daily activities.

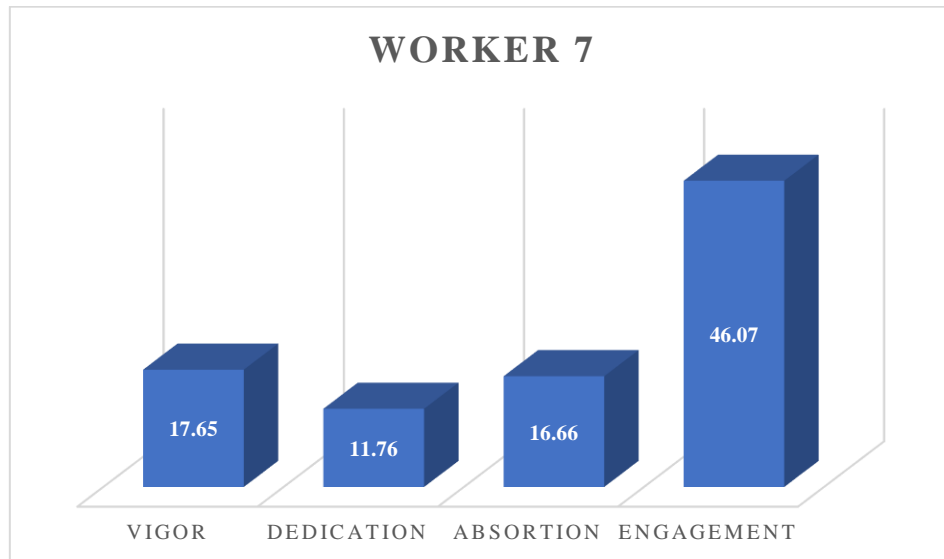


Fig. 32 - Engagement of worker 7 (source: own research, May 2018)

The next worker interviewed presented 17.65% of vigor, 11.76% of dedication and 16.66% of absorption; This is equivalent to 46% of the engagement experienced towards the work and daily activities.

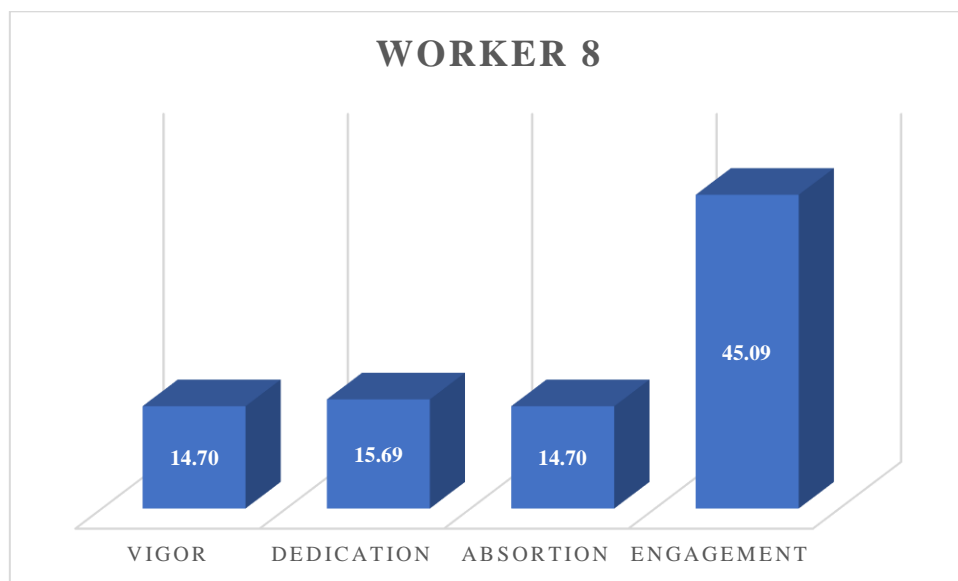


Fig. 33 - Engagement of worker 8 (source: own research, 2018)

In this case the worker interviewed presented 14.70% of vigor, 15.69% of dedication and 14.70% of absorption; This is equivalent to 45% of the engagement experienced towards the work and daily activities.

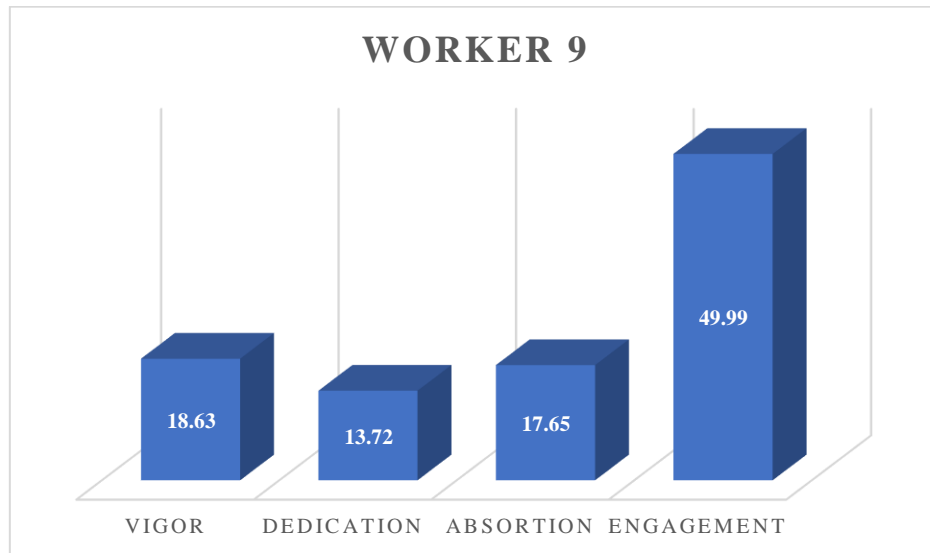


Fig. 34 - Engagement of worker 9 (source: own research, 2018)

The ninth worker interviewed presented 18.63% of vigor, 13.72% of dedication and 17.65% of absorption; This is equivalent to 49.99% of the engagement experienced towards the work and daily activities.

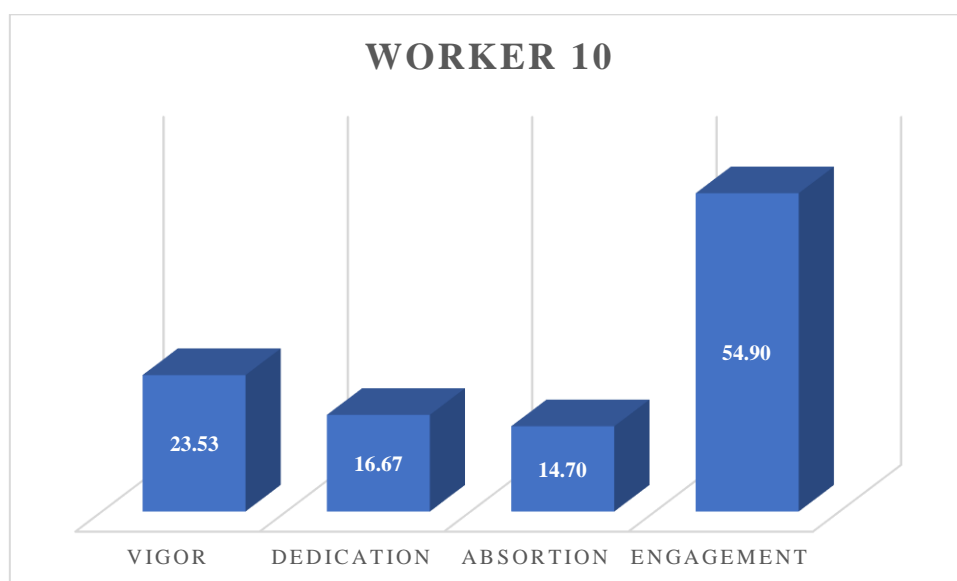


Fig. 35 - Engagement of worker 10 (source: own research, 2018)

The next worker interviewed presented 23.53% of vigor, 16.67% of dedication and 14.70% of absorption; This is equivalent to 54.90% of the engagement experienced towards the work and daily activities.

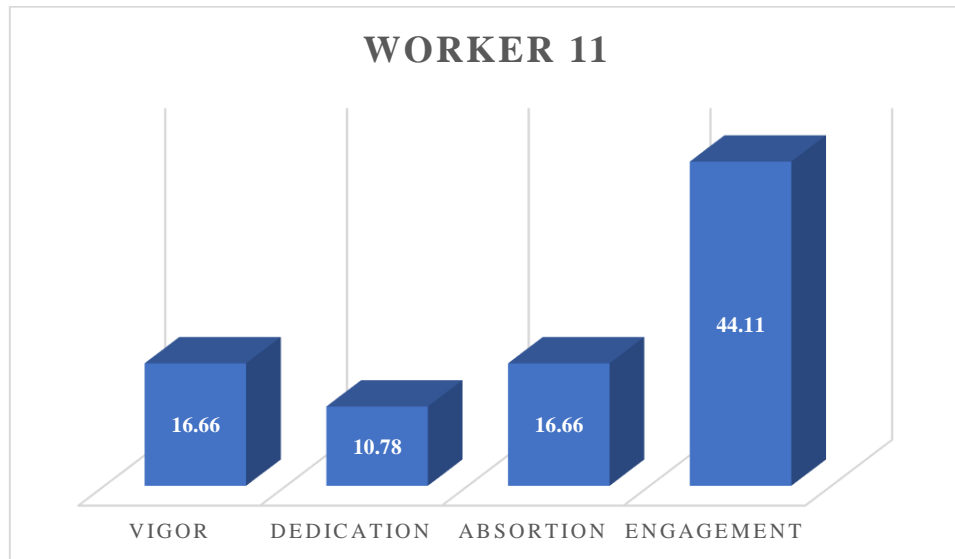


Fig. 36 - Engagement of worker 11 (source: own research, 2018)

In this case the worker interviewed presented 16.66% of vigor, 10.78% of dedication and 16.66% of absorption; This is equivalent to 44% of the engagement experienced towards the work and daily activities.

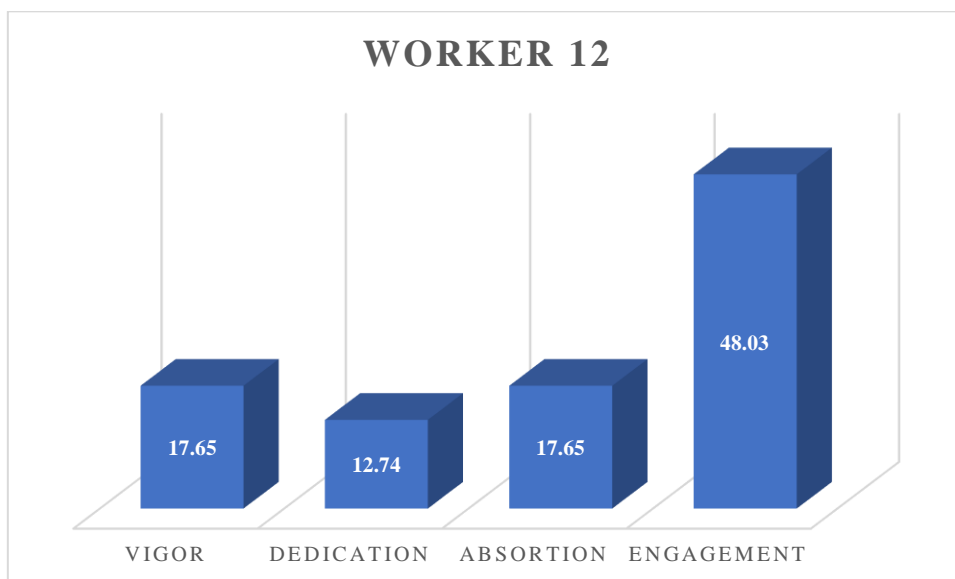


Fig. 37 - Engagement of worker 12 (source: own research, 2018)

The next worker interviewed presented 17.65% of vigor, 12.74% of dedication and 17.65% of absorption; This is equivalent to 48% of the engagement experienced towards the work and daily activities.

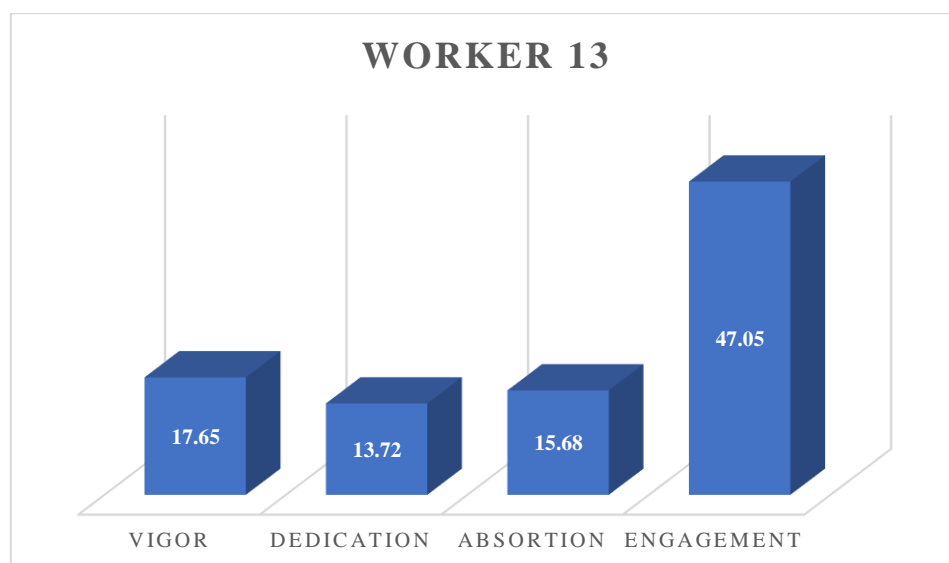


Fig. 38 - Engagement of worker 13 (source: own research, 2018)

The last worker interviewed presented 17.65% of vigor, 13.72% of dedication and 15.68% of absorption; This is equivalent to 47% of the engagement experienced towards the work and daily activities.

### 2.3.12. Results of the gamification phase

In this phase, the difference of opinions that exists on a same topic is observed, since employees and managers write down different solutions. However, each answer is correct, since they seek the well-being of the workplace. It only needs to verify what are priorities for employees. To avoid the failure of some strategy, it is necessary to take into account the opinion of all workers.

Table 11

Results of interactive business game (source: own research, 2018)

<b>Question:</b> What should you do (what can you do) in the organization to make employees feel well in the workplace (psychological comfort, favorable organizational climate, better conditions, etc.)?	<b>Question:</b> What should managers (or should be done in the organization) do to make you, as employees, feel well-being in the workplace (psychological comfort, a favorable organizational climate, better working conditions, etc.)?
<p><b>N Proposals of Managers</b></p> <ol style="list-style-type: none"> <li>1 To organize “the rest zone”</li> <li>2 Conflict management: individually, not public</li> <li>3 Individual public praise</li> <li>4 Individual self-expression on working place (design of office table, walls etc.)</li> <li>5 Official dress code from Monday till Thursday, in Friday – free dress style</li> <li>6 Fresh juices</li> </ol>	<p><b>N Proposals of Employees</b></p> <ol style="list-style-type: none"> <li>1 To improve communication between one manager with employees</li> <li>2 To make a working place more comfortable – to buy cheers and special base for computers</li> <li>3 To buy an air humidifier</li> <li>4 To organize “some fitness minutes”</li> <li>5 To develop of sport spirit</li> <li>6 To organize Internal out-door trainings</li> <li>7 Payment on time</li> <li>8 Internal corporate social media</li> <li>9 To cancel work till 18.00 (30 min. beyond work time) by staff category</li> </ol>
<p style="text-align: center;"><b>Common solution</b></p> <ol style="list-style-type: none"> <li>1 To organize “the rest zone”</li> <li>2 Conflict management: individually, not public</li> <li>3 Individual public praise</li> <li>4 Individual self-expression on working place (design of office table, walls etc.)</li> <li>5 Official dress code from Monday till Thursday, in Friday – free dress style</li> <li>6 Fresh juices</li> <li>7 To improve communication between one manager with employees</li> <li>8 To make a working place more comfortable – to buy cheers and special base for computers</li> <li>9 To buy an air humidifier</li> <li>10 To organize “some fitness minutes”</li> </ol>	



- |    |   |
|----|---|
| 11 | To develop of sport spirit  |
| 12 | To organize Internal out-door trainings   |
| 13 | Payment on time   |
| 14 | Internal corporate social media   |
| 15 | To cancel work till 18.00 (30 min. beyond work time) only for employees, who does not fulfill work plan |

### 2.3.13. Well-being and Engagement correlation in Energostal

Once the results of each instrument were analyzed, the relationship between the two variables was analyzed. The following graph shows the dispersion of the data in the Cartesian plane.

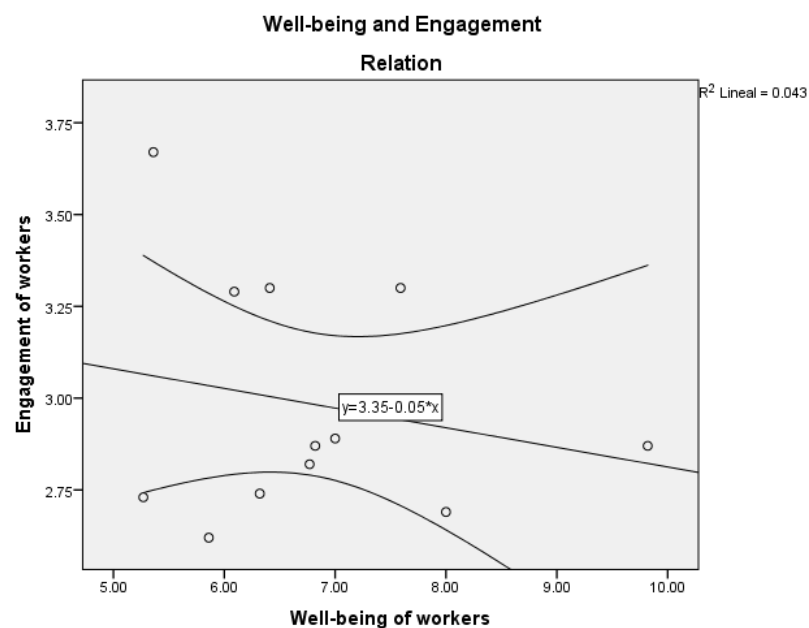


Fig. 39 - Well-being and Engagement relation (source: own research, 2018)

To know the relationship that exists between the level of well-being of the workers and their levels of engagement, the Pearson correlation was applied, with which a negative result of -0.208 was obtained.

Table 12

Well-being and Engagement correlations (source: own research, 2018)

Ccorrelations			
		Well-being of workers	Engagement of workers
Well-being of workers	Pearson Correlation	1	-.208
	Sig. (bilateral)		.496
	Sum of squares and vector products	17.594	-.941
	Covariance	1.466	-.078
	N	13	13
Engagement of workers	Pearson Correlation	-.208	1
	Sig. (bilateral)	.496	
	Sum of squares and vector products	-.941	1.169
	Covariance	-.078	.097
	N	13	13

This negative value, same that can be observed in the table 12, it means that the relationship between the two variables is weak and it may be that the more Happiness the less level of engagement workers presents.

However, by the dispersion of the data shown in the figure 39 it may suggest that there are other external and internal factors that may be affecting the workers' engagement.

According to the data obtained in the first questionnaire, there is a tendency to lower levels of deception in workers while welfare rises.

Returning to question number eight of the questionnaire designed for employees, it was observed that two people answered that they feel comfortable in the company, two answered that they do not know how they feel and the remaining six preferred to refrain from responding, a figure that is equivalent to 60% from the workers. This data suggests that more than half of workers prefer not to answer those questions that compromise them with the managers and owners of the company. This reason may be one of the reasons why the results of the two instruments are so scattered.

There is another interesting data to analyze and cross in the results of each instrument. In the graphs such number it is observed that 69% of

workers are happy with their work but at the same time, this same percentage of employees does not present a good level of engagement, since they only experience it twice a month. While 31% of employees experience engagement once a week, or up to four times per month, however, this percentage is divided into 16% of workers that are more or less happy and 15% of them are very happy workers.

These latest data support the hypothesis that there is no strong relationship or influence of labor welfare on workers' engagement.

A clearer example of this is the case of the managers, who presented the following levels:

Table 13

Manager well-being and engagement level (source: own research, 2018)

Manager	Engagement	Level	Well-being	Level
1	2.89	Two times per month	7.00	Happy
2	3.30	Once per week	7.59	Happy
3	2.87	Two times per month	9.82	Very Happy

According to the table above, the manager number one is committed to the company twice a month and is happy, while the second presents an equal level of happiness but commits to the company up to four times a month, but the last manager is very happy, however this manager is just as committed as the first one, with a low level of engagement.

### 3. Recommendations

According to the results of the applied instruments, Energostal workers do not have an acceptable level of happiness and well-being, as well as engagement. However, the ideal is to keep welfare and deception levels

high. So below are presented strategies and tips that can be put into practice so that the levels of these variables increase within the organizational culture.

The action plan is carried out separately for each variable, since the correlation between both variables is weak.

### **3.1. Well-being recommendations**

A good job is that one besides avoiding, through the control of occupational hazards, that people get sick or injured because of their professional activity, it strengthens and optimizes all those positive aspects capable of improving the health level of the workers. Having a bad job is bad for the health. A good job helps to live better and promotes personal development (Smith, 2011).

There is no universal recipe for promoting healthy work environments. However, The World Health Organization points out five key elements that are common to all experiences with good results:

1. Sincere and solid commitment of leaders with the values of health in general and with the initiative to create a healthy company.
2. Actively include in each step of the process workers and their representatives: not only inform or consult but promote a "strong collective voice".
3. Make a situation diagnosis analyzing the gaps between the current state of affairs and the ideal healthy conditions.
4. Continually learn to improve, incorporating the best available scientific knowledge and observing the good practices of other companies.
5. Integrate health programs into the company's strategy and include them in the evaluation and continuous improvement.

In addition, the Global Action Plan of the World Health Organization establishes five objectives.

1. Design and implement policies to regulate the health of workers.
2. Protect and promote health in the workplace.
3. Promote the implementation and access to occupational health services.
4. Provide and communicate evidence of action and practice.
5. Incorporate the health of workers in other policies.

To achieve all above, the first step is to define a global proposal shared by all and aligned with the key objectives of the company that emphasizes in a balanced way the objectives of health and well-being with those of productivity.

Then, it is very important to devote time and efforts to explain to all employees the reasons, goals and benefits of health promotion programs. This it can be possible in meetings with the workers.

To reach the improvement of the psychosocial environment at work and the organization of work in order to improve the mental health and well-being of employees, it is necessary to have some instruments that measures organizational climate and apply it every six months, to have the best background of the behavior of the employees and to realize what if possibly affecting their performance, well-being and engagement.

The measurement of the organizational climate through instruments, is oriented towards the identification and analysis of internal aspects of a formal and informal nature that affect behavior of employees (García, 2009).

To finalize it, it can be very helpful is it is promoted a centralized global strategy leaving a margin of local adaptation for its implementation.

The action plan is a system that needs to follow a procedure. Following it is presented a proposal to get better and accurate results.

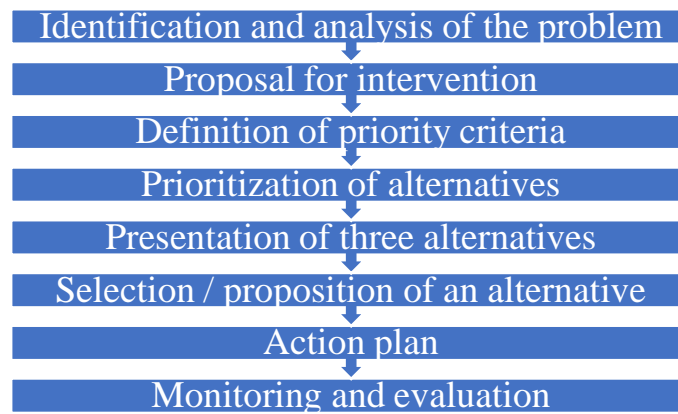


Fig. 40 - Action plan phases (source: own research, 2018)

On the first phase, the team selects the problem to be solved and performs a systematic analysis of it, identifying its different derivations (job design, work organization, individual behavior) and the conditioning factors.

On the second phase, the team develops, through brainstorming dynamics, a range of alternative interventions for the different derivations analyzed, including for each alternative objectives, actions and evaluation indicators.

On the third phase, the team defines the criteria through which it will prioritize the alternatives identified in phase 2, basically addressing four categories (number of workers benefited, effectiveness / benefits balance, obstacles and barriers, resources and costs).

On the fourth phase, using the prioritization criteria, the intervention alternatives are reviewed one by one in order to locate the three most effective and viable ones that will be developed and will be presented as proposals to the coordination committee.

On the fifth phase, it is necessary to choose three alternatives. These three alternatives are presented to the coordination committee, qualifying them as high, medium or low level according to each of the criteria developed in step 3 and adding the additional considerations that the team believes necessary.

On the sixth phase, the coordination committee receives the intervention proposals, evaluates them and selects one of them as proposed or modified, maintaining an active exchange of information with the design team throughout this process to clarify or agree on criteria.

On the seventh phase, once the intervention is selected, the coordination team prepares a calendar of activities for the implementation of the intervention proposal.

The final phase involves the monitoring and evaluation of the intervention and generally involves an iterative cycle of adaptation of the actions through an organizational learning process and continuous improvement. It recommends that the team involves also employees.

### **3.2. Engagement recommendations**

According to the engagement results, Energostal workers have media levels. However, the relationship that this variable has with workplace well-being is not strong. Which means that there are other elements within the corporate culture that are affecting engagement, decreasing their levels in workers.

Working in motivating work environments and facilitating the development of people improve the degree of commitment and, ultimately, the results of the companies. But each one lives a different moment and understands those experiences in a different way (Capital Humano, 2017).

For this reason, it is convenient to have meetings with the workers, where the opinions of each one regarding their well-being within the company are considered. This level of participation not only improves the effectiveness of interventions but also builds a sense of shared ownership in the management of a healthy environment that guarantees the sustainability of the program (IBERMUTUAMUR, 2014).

As it is observed in the table number 11, because of one of these meetings in Energostal, the workers and the managers realize that to talk very open about the stuff they believe must change or they must consider adding, is the best way to maintain the workers happy and engage with the enterprise.

It is possible to take an instrument on the field of human resources and implement it as a game, because the objective is always the same: to unite all the tools to create a strategy that allows to make the attraction of the evaluation or the training of talent something alive, practical and fun (Gugel, 2018).

There are many ways to achieve commitment and motivation within the organization, but, according with Dueñas (2015), for a small or medium company the three best strategies to do so are: communication, empowerment and recognition.

Dueñas assures that after putting them into practice, employees will feel that their concerns and problems are considered in the company and will have clear responsibilities and the appropriate mechanisms to achieve individual and global objectives.

#### **a) Communication**

Internal communication is key to engage collaborators. Actively listening to the opinions of employees, finding solutions to problems and providing feedback whenever necessary generates confidence so that people feel identified with the company and its objectives.

Leaders who communicate effectively with their team do not boast of their knowledge, on the contrary, they think about human talent and understand it as the most important capital of any organization, they know what they need to hear, they worry about how to deliver those messages in the best way and communicate what is important, even if it is bad news.



## **b) Recognition**

The recognition of the effort for the achieved goals is key to make the employees feel satisfied and motivated with their work. The economic aspect is not the only one that retains and motivates employees, the emotional salary is an added value that strengthens the connection between the organization and the employee, which guarantees the commitment of the latter.

There is no reason to wait for a long period of time to recognize the success of the employees, recognize and applaud the good work of the team whenever necessary. A day of rest, a flexible schedule or a bonus are small ways to recognize the effort of your human talent.

## **c) Empowerment**

Trust in employees and give them the opportunity to demonstrate the value of their work and their ability to achieve the proposed objectives. This requires patience and support during the process, but in the end, it will realize that is possible to assign responsibilities to the team and obtain the expected results.

Empowering the employees will strengthen their skills, confidence in their work, understand the mission they must fulfill and acquire a greater commitment and a leading role in the day to day of the company. This will encourage positive changes in work dynamics and generate more inclusive participation in the decisions and solutions that must be found to overcome the challenges and achieve the goals.

## **3.3. Well-being and engagement**

The performance of a company depends to a large extent on employee engagement. The leadership that is exercised and the type of people that are hired determine that level of commitment and appropriation of the good

practices and values that the organization must promote to achieve its objectives.

Employees committed to their work are more productive, friendlier and support their colleagues to create a positive and collaborative work environment in which everyone is clear about their contribution to meeting the group's goals, can achieve their own objectives and develop his professional career.

To have better references of these two variables and more, it is convenient, as already mentioned above, to implement a labor climate survey. This survey allows you to know the perception that your employees have about your company. Below there is an example that can be used to measure the work environment in medium and small businesses.

**3.3.1. Organizational Climate Measure**

The Organizational Climate Measure (OCM) consists of 17 scales, divided in to four quadrants: human relations, internal process, open systems, and rational goal. Items marked with an asterisk (\*) are reversed before the scale is calculated. Regression weights quoted are from the confirmatory factor analysis on the second 50 per cent of the data; all are highly statistically significant.

The response scale is: 1 ‘Definitely false’, 2 ‘Mostly false’, 3 ‘Mostly true’, 4 ‘Definitely true’.

Table 14

Organizational climate instrument

Item
<i>Autonomy</i>
Management let people make their own decisions much of the time

Management trust people to take work-related decisions without getting permission first

People at the top tightly control the work of those below them\*

Management keep too tight a reign on the way things are done around here\*

It's important to check things first with the boss before taking a decision\*

### *Integration*

People are suspicious of other departments\*

There is very little conflict between departments here

People in different departments are prepared to share information

Collaboration between departments is very effective

There is very little respect between some of the departments here\*

### *Involvement*

Management involve people when decisions are made that affect them

Changes are made without talking to the people involved in them\*

People don't have any say in decisions which affect their work\*

Information is widely shared

There are often breakdowns in communication here\*

### *Supervisory support*

Supervisors here are really good at understanding peoples' problems

Supervisors show that they have confidence in those they manage

Supervisors here are friendly and easy to approach

Supervisors can be relied upon to give good guidance to people

Supervisors show an understanding of the people who work for them

### *Training*

People are not properly trained when there is a new machine or bit of equipment\*

People receive enough training when it comes to using new equipment

The company only gives people the minimum amount of training they need to do their job\*

People are strongly encouraged to develop their skills

### *Welfare*

This company pays little attention to the interests of employees\*

This company tries to look after its employees

This company cares about its employees

This company tries to be fair in its actions towards employees

#### *Formalization*

It is considered extremely important here to follow the rules

People can ignore formal procedures and rules if it helps get the job done\*

Everything has to be done by the book

It is not necessary to follow procedures to the letter around here\*

Nobody gets too upset if people break the rules around here\*

#### *Tradition*

Senior management like to keep to established, traditional ways of doing things

The way this organization does things has never changed very much

Management are not interested in trying out new ideas

Changes in the way things are done here happen very slowly

#### *Innovation & Flexibility*

New ideas are readily accepted here

This company is quick to respond when changes need to be made

Management here are quick to spot the need to do things differently

This organization is very flexible; it can quickly change procedures to meet new conditions and solve problems as they arise

Assistance in developing new ideas is readily available

People in this organization are always searching for new ways of looking at problems

#### *Outward focus*

This organization is quite inward looking; it does not concern itself with what is happening in the market place\*

Ways of improving service to the customer are not given much thought\*

Customer needs are not considered top priority here\*

This company is slow to respond to the needs of the customer\*

This organization is continually looking for new opportunities in the market place

#### *Reflexivity*

In this organization, the way people work together is readily changed in order to improve performance

The methods used by this organization to get the job done are often discussed

There are regular discussions as to whether people in the organization are working effectively together

In this organization, objectives are modified in light of changing circumstances

In this organization, time is taken to review organizational objectives

#### *Clarity of organizational goals*

People have a good understanding of what the organization is trying to do

The future direction of the company is clearly communicated to everyone

People aren't clear about the aims of the company\*

Everyone who works here is well aware of the long-term plans and direction of this company

There is a strong sense of where the company is going

#### *Efficiency*

Time and money could be saved if work were better organized\*

Things could be done much more efficiently, if people stopped to think\*

Poor scheduling and planning often result in targets not being met\*

Productivity could be improved if jobs were organized and planned better\*

#### *Effort*

People here always want to perform to the best of their ability

People are enthusiastic about their Work

People here get by with doing as little as possible\*

People are prepared to make a special effort to do a good job

People here don't put more effort into their work than they have to\*

#### *Performance feedback*

People usually receive feedback on the quality of work they have done

People don't have any idea how well they are doing their job\*

In general, it is hard for someone to measure the quality of their performance\*

People's performance is measured on a regular basis

The way people do their jobs is rarely assessed\*

#### *Pleasure to produce*

People are expected to do too much in a day

In general, peoples' workloads are not particularly demanding\*

Management require people to work extremely hard

People here are under pressure to meet targets

The pace of work here is pretty relaxed\*

*Quality*

This company is always looking to achieve the highest standards of quality

Quality is taken very seriously here

People believe the company's success depends on high-quality Work

This company does not have much of a reputation for top-quality products\*

## Conclusions

It is important to emphasize that although several investigations ensure that the welfare of workers influences their performance, this is not always the case; since in Energostal the workers do not show a clear relationship of dependence between well-being and engagement. However, the levels of each of these variables are not optimal to have the best performance of each worker.

It is interesting to see how it is not a good idea for workers to include their family members in occupational welfare strategies. This contrasts with companies that are already including the families of employees in their activities, such as field days, sports tournaments, movie nights or parties. I think that the answers of the employees are due to a lack of information about what is the labor welfare. Since these strategies have excellent results in companies that put them into practice.

The lack of information on the subject can be observed in response as it is only the manager's obligation to carry out strategies that support the employees. As mentioned above, the levels of well-being and engagement rise every time that employee participate and contribute to important decisions within the company, as well as generating high levels of belonging.

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## Appendix 1

### The Pemberton Happiness Index Translated

#### Инструмент 1

Тема: Благополучие сотрудников на рабочем месте (Марио Агилера Кабальеро)

#### ИНДЕКС СЧАСТЬЯ ПЕМБЕРТОНА

##### Опросник самочувствия

**Инструкции:** используя нижеприведенную в таблицах шкалу от «0» до «10», где «0» - полностью НЕ согласен, а «10» - абсолютно согласен, пожалуйста, отметьте любым значком, например, + или \* и т.п., уровень согласия/несогласия с заявлениями ниже.

Заранее спасибо за участие в опросе!

##### Часть «А»

№	Вопрос	0	1	2	3	4	5	6	7	8	9	10
1	Я очень удовлетворен своей жизнью											
2	У меня достаточно энергии, чтобы выполнять мои ежедневные задачи											
3	Я думаю, моя жизнь полезна и стоящая											
4	Я доволен собой											
5	В моей жизни много ситуаций и вызовов, которые позволяют мне расти над собой											
6	Я чувствую тесную связь с людьми, окружающими меня											
7	Я чувствую способность самостоятельно решить большинство моих ежедневных проблем											
8	В важных/трудных ситуациях я остаюсь собой											
9	Я наслаждаюсь множеством маленьких вещей каждый день											
10	В моей жизни много негативных моментов ежедневно											
11	Я думаю, что живу в обществе, которое позволяет мне полностью реализовывать свой потенциал											

.Полностью НЕ согласен

Абсолютно согласен

### Часть «Б»

**Инструкции:** пожалуйста, отметьте те из нижеприведенных заявлений, которые произошли с Вами вчера, обозначив в столбцах: да (произошло вчера), нет (НЕ произошло вчера).

№	Вопрос	Да	Нет
12	Кое-что, что я сделал, заставило меня гордиться собой		
13	Временами я чувствовал, что перегружен		
14	Я веселился с кем-то		
15	Большую часть времени мне было скучно		
16	Я делал что-то, что мне действительно нравилось		
17	Я испытывал беспокойство по личным причинам		
18	Я научился (выучил, прочитал, узнал) что-то интересное		
19	Я вознаградил себя чем-то		
20	Случилось что-то, что действительно разозлило меня		
21	Я испытал неуважение со стороны кого-то		

**Спасибо!**

## UTRECHT WORK ENGAGEMENT SCALE

## ОПРОСНИК ПЕРЕЖИВАНИЙ, СВЯЗАННЫХ С РАБОТОЙ

**Инструкция:** Вопросы, приведенные ниже, относятся к переживаниям, которые человек испытывает в связи со своей работой.

Пожалуйста, прочтите внимательно каждое из утверждений и определите, чувствовали ли Вы когда-либо нечто подобное по отношению к своей основной работе.

Если у Вас никогда не было такого переживания, поставьте 0 на бланке ответов.

Если то или иное переживание у Вас было, отметьте на бланке, как часто оно возникает, в соответствии со шкалой, приведенной ниже (баллы от 1 до 6).

Заранее спасибо за участие в опросе!

Никогда	Почти никогда	Достаточно редко	Иногда	Достаточно часто	Почти Постоянно всегда	
0	1	2	3	4	5	6
Ни разу	Несколько раз в год	Раз в месяц или реже	Несколько раз в месяц	Несколько раз в неделю	Несколько раз в неделю	Каждый день

1.  Во время работы меня переполняет энергия
2.  Моя работа целенаправленна и осмысленна
3.  Когда я работаю, время пролетает незаметно
4.  Во время работы я испытываю прилив сил и энергии
5.  Я полон энтузиазма в отношении своей работы
6.  Во время работы я забываю обо всем окружающем
7.  Моя работа вдохновляет меня
8.  Проснувшись утром, я радуюсь тому, что пойду на работу
9.  Я счастлив, когда интенсивно работаю
10.  Я горжусь своей работой
11.  Я ухожу в работу с головой
12.  Могу работать в течение длительного времени без перерывов
13.  Работа ставит передо мной сложные и интересные задачи
14.  Я позволяю работе «уносить» меня
15.  В работе я очень настойчив и не отвлекаюсь на постороннее
16.  Мне трудно отложить работу в сторону
17.  Я продолжаю работать даже тогда, когда дела идут плохо

**Спасибо!**

### Survey for employees

#### ОПРОСНИК: РАБОТНИКИ

*Уважаемые коллеги!*

*Мы проводим исследование по оценке благополучия сотрудников на рабочем месте в Вашей Компании.*

*Анкета является анонимной, ее результаты будут использоваться только в обобщенном виде.*

*Чтобы получить точную картину Вашего мнения о Компании, важно, чтобы Вы заполнили анкету максимально искренне.*

**Инструкция по заполнению:** *пожалуйста, отметьте любым цветом тот вариант, который соответствует Вашему мнению. Если у Вас имеется свое мнение, отличное от предложенных вариантов – впишите его в графу «Ваш вариант ответа».*

Заранее спасибо за участие в опросе!

#### I. Личные данные:

Возраст: \_\_\_\_\_

Пол:

Семейное положение:

Количество членов семьи: \_\_\_\_\_

женский

Образование:

Стаж работы в Компании: \_\_\_\_\_

мужской

Должность:

#### II. Вопросы для сотрудников

1. Как вы понимаете фразу: «Благополучие на рабочем месте». Опишите все возможные стороны (аспекты), важные для Вас как работника.
2. Кто, по Вашему мнению, должен отвечать в Компании за обеспечение благополучия на рабочем месте сотрудникам (выберите все приемлемые варианты):  
  
А) Сами сотрудники  
Б) Работа руководителей в данном направлении  
В) Обеспечивать лучшие условия должен владелец/лицы Компании  
Г) Все вышеперечисленное  
Д) Ваш вариант
3. Кто, по Вашему мнению, в настоящее время отвечает в Компании за обеспечение благополучия на рабочем месте сотрудникам (выберите все приемлемые варианты):



- А) Сами сотрудники
- Б) Руководители: директор и начальники отделов
- В) Владелец/льцы Компании
- Г) Все вышеперечисленное
- Д) Ваш вариант ответа

4. Есть ли в Вашей Компании политика в области обеспечения благополучия на рабочем месте для сотрудников?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

5. Является ли политика обеспечения благополучия на рабочем месте сотрудникам Вашей Компании понятной для Вас?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

6. Считаете ли Вы, что Компания стремится обеспечить благополучие на рабочем месте для сотрудников?

- А) Да, полностью
- Б) Почти полностью, достаточно
- В) Наполовину
- Г) Почти нет, недостаточно
- Д) Совсем нет
- Е) Затрудняюсь ответить
- Ж) Ваш вариант ответа

7. Опишите, какие конкретно из Ваших предпочтений в области благополучия на рабочем месте, указанных Вами в п. 1, Компания удовлетворяет?

8. Комфортно ли Вы чувствуете себя в Компании в целом?

- А) Да
- Б) Нет

В) Затрудняюсь ответить

Г) Ваш вариант ответа

9. Вы чувствуете, что мотивированы тем, что Компания предлагает Вам для обеспечения благополучия на рабочем месте?

А) Да

Б) Нет

В) Затрудняюсь ответить

Г) Ваш вариант ответа

10. Как часто Компания организует спортивные и/или развлекательные мероприятия для сотрудников?

А) 1 раз в месяц

Б) 2 раз в квартал

В) 1 раз в полгода

Г) 1 раз в год

Д) Нерегулярно, как придется

Е) Не организует вообще

Ж) Ваш вариант ответа

11. Считаете ли вы, что Ваша семья должна быть включена в деятельность Компании по обеспечению благополучия на рабочем месте сотрудникам?

А) Да

Б) Нет

В) Затрудняюсь ответить

Г) Ваш вариант ответа

**Спасибо!**

### Survey for managers

#### ОПРОСНИК: РУКОВОДИТЕЛИ

*Уважаемые коллеги!*

*Мы проводим исследование по оценке благополучия сотрудников на рабочем месте в Вашей Компании.*

*Анкета является анонимной, ее результаты будут использоваться только в обобщенном виде.*

*Чтобы получить точную картину Вашего мнения о Компании, важно, чтобы Вы заполнили анкету максимально искренне.*

**Инструкция по заполнению:** *пожалуйста, отметьте любым цветом тот вариант, который соответствует Вашему мнению. Если у Вас имеется свое мнение, отличное от предложенных вариантов – впишите его в графу «Ваш вариант ответа».*

Заранее спасибо за участие в опросе!

#### II. Личные данные:

Возраст: \_\_\_\_\_

Пол:

Семейное положение:

Количество членов семьи: \_\_\_\_\_

женский

Образование:

Стаж работы в Компании: \_\_\_\_\_

мужской

Должность:

#### II. Вопросы для руководителей

1. Что в Вашем понимании значит фраза «Благополучие на рабочем месте»? Опишите все возможные варианты.

2. Кто, по Вашему мнению, должен отвечать в Компании за обеспечение благополучия на рабочем месте сотрудникам (выберите все приемлемые варианты):

А) Сами сотрудники

Б) Руководители

В) Обеспечивать лучшие условия должен/ны владелец/льцы Компании

Г) Все вышеперечисленное

Д) Ваш вариант ответа

3. Кто, по Вашему мнению, в настоящее время отвечает в Компании за обеспечение благополучия на рабочем месте сотрудникам (выберите все приемлемые варианты):

- А) Сами сотрудники
- Б) Руководители: директор и начальники отделов
- В) Владелец/льцы Компании
- Г) Все вышеперечисленное
- Д) Ваш вариант ответа

4. Есть ли в Компании политика в области обеспечения благополучия на рабочем месте?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

5. Если Ваш ответ был «Да» в предыдущем вопросе, могли бы Вы перечислить все действия, предпринимаемые Компанией в данном направлении?

6. Знают ли Ваши сотрудники о политике Компании в области обеспечения благополучия на рабочем месте?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

7. Как Вы информируете своих сотрудников о предпринимаемых Вами действиях в области создания «благополучия на рабочем месте»?

8. Как Вы считаете, насколько часто должны проводиться мероприятия по улучшению благополучия на рабочем месте?

- А) 1 раз в месяц
- Б) 2 раз в квартал
- В) 1 раз в полгода
- Г) 1 раз в год
- Д) Как придется
- Е) Нет необходимости в проведении таких мероприятий
- Ж) Ваш вариант ответа

9. Используете ли Вы средства массовой информации и/или корпоративные издания Компании, чтобы публиковать новости о работе Компании в сфере совершенствования благополучия на рабочем месте?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

10. Как Вы считаете, сотрудники удовлетворены теми условиями, которые Вы предлагаете для улучшения благополучия на рабочем месте?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

11. Считаете ли вы, что семьи сотрудников должны быть включена в деятельность Компании по обеспечению благополучия на рабочем месте сотрудникам?

- А) Да
- Б) Нет
- В) Затрудняюсь ответить
- Г) Ваш вариант ответа

**СПАСИБО!**